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INDUSTRY
NOVEMBER 1950



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Connecticut INDUSTRY

MANUFACTURERS' ASSOCIATION OF CONNECTICUT, INC.

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L. M. BINGHAM, Editor

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Depend on Balco to meet your emergency requirements for Bunker "C" promptly — fulfill your scheduled deliveries faithfully.

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NEVER BEFORE have two colliers of the "Seam" class been at the dock of the T. A. D. Jones and Company, Inc. at the same time. The vessel on the left is the "Sewanee Seam" discharging a cargo of the finest New River coal for distribution throughout Connecticut. The vessel on the right is the "Sewell Seam" taking on Bunker "C" Fuel Oil from the tanks of the T. A. D. Jones and Company, Inc.

THE LARGEST IN THE WORLD and the most modern are these Seam vessels, having a cargo capacity of almost 12,000 net tons of coal.

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What Can One Believe?*

By CHARLES A. WILLIAMS, Vice President, United Illuminating Company, New Haven

WHAT a task it is today to distinguish between facts and opinions! Statements seem less reliable than ever before. Take, for example, the old favorite—"New England's Decline." The facts have caught up with that statement, if it ever were more than a gross exaggeration. Its falseness has been ably proved in a pamphlet published last January by Joseph A. Erickson, President of the Federal Reserve Bank of Boston.

Or take the new theme "Power Shortage in New England." Actually New England has a percentage reserve, above requirements, much greater than the rest of the country. There is almost a fourth more electric power available here than is being used.

To go farther afield, look at the Marshall Plan. Facts can doubtless be found about its methods, results, costs and collateral effects, but where are they? One source proves tremendous advantages, both to this country and to the beneficiaries, while another claims it is a drag on our economy and helps nobody.

You remember the story of the three blind men who examined an elephant. One, who felt a leg, claimed it was like a tree. Another who grabbed its tail said it was like a rope, while the third said it was like a big hose with two holes inside. Perhaps our problems are growing both in size and complexity so that no one person can grasp and describe them, let alone solve them.

Could it be that the "big lie" is undermining our intellectual honesty? When we see evidence continually of falsehood being used for strategy's sake are we toying with the same weapon "just to see how it works"? Probably not. We have too long been a nation of truthful citizens to pervert Benjamin Franklin's slogan to read "Dishonesty is the best policy."

On the contrary, there are probably two causes, both American traits—speed and carelessness. Speed has been accelerated in recent years by new communications. Radio and television have snatched away the time we once had to think between an event and its meaning. Yet who would suggest a forced time delay on news? That would be unthinkable even to those who favor taking away other liberties.

As to carelessness, one has but to read statistics of acci-

dents and fires occurring in any period. A terrific amount of damage, injury and suffering results from our physical carelessness. But there are no statistics of losses due to mental carelessness with ideas, opinions and facts. The losses are there, however, even though they cannot be compiled.

Surveys show that business men are avid readers—about business—though in late years they are reading more about national and international affairs. In these fields the confusion heightens because they do not know what to believe. Successful business men are not afraid to face facts; they must do so to stay in business. More businesses fail, it has been said, because the managers refuse to face the facts than from any other cause.

But what can one believe? When speed is allowed to obscure thought and at the same time is coupled with carelessness the result is bound to be confusion. Facts are hard to come by. It takes time to check different sources, to read between the lines, and to weigh and consider what we do not like to believe. But snap decisions are likely to be wrong.

To digress a moment, consider the sporting page. There you have facts if you want them, opinions galore, and ideas that are simple, human and understandable. There is seldom any confusion between opinions and facts—you can recognize them at once for what they are. No wonder so many people read "the sports."

Questions to ask ourselves are these: Where do I get my facts? Do I check them back? Do I swallow opinions of others? Am I in a hurry to make up my mind? Do I absorb the whole of everything or do I skim off what I like to hear or read? Or more searching questions: What's behind this? Is someone trying to plant an idea for a purpose? Why shouldn't I be skeptical or critical of this? Has this fellow had time to think before expressing himself? Does he really know or has he been misled?

The chaos of opinions and warped facts is a challenge to everyone, particularly business men. Truth must be found even at great cost, also the time needed to evaluate it. It is easy to be lackadaisical, to say "Oh, what's the difference," to let others make our opinions for us, to decide to follow the crowd. But those charged with the future of companies that have work to do, companies that provide jobs for hundreds or thousands of men and women, will preserve a balance with their feet on the ground.

* This is the nineteenth in a series of guest editorials. Mr. Williams is a director of the Manufacturers' Association of Connecticut.



THE SPRAGUE METER COMPANY, Bridgeport, as it looked in 1911. Horse and buggy then transported meters from the factory to the railroad station for shipment to all parts of the country.

FIFTY YEARS of Progress AT SPRAGUE METER COMPANY

USED with an idea and an inspiration, the late Henry H. Sprague, in 1900, established the Sprague Meter Company in Bridgeport, Connecticut, nineteen years after graduating from Yale University with the famous class of 1881. Today, as the concern marks its golden jubilee, it stands as one of the three major industries in its field.

Pioneering Ventures

From the start the company pio-

ONE OF SEVERAL EXHIBITS at Sprague Meter's Open House held in June in honor of the firm's fiftieth year in business.



F. LESLIE FAIRCHILD

neered. Its "firsts" include early work in the manufacture of an iron gas meter, introduction of a combination meter and gas regulator, and early work in the measurement of bottled and natural gas.

Through the financial backing of William Felps Eno, of Saugatuck, a Yale classmate, Mr. Sprague was able to initiate production and sales of his invention—a three chambered meter which measured gas accurately at low rates of flow.

Then located in the McMahan & Wren building on Water Street in Bridgeport, the Sprague Meter Company employed six people, including Mr. Sprague. One hundred meters a week was tops in those early days. Now the company turns out twelve times that amount every day of the year.

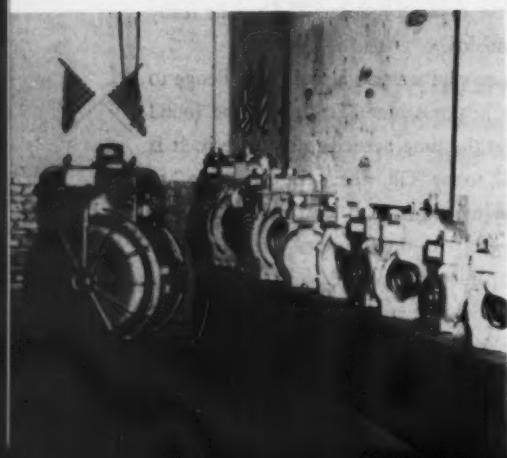
A relatively simple and inexpensive mechanism, the gas meter is one of the most important items of equipment in the gas industry. It has often been called the industry's "cash register."

War Record

With Mr. F. Leslie Fairchild's advance to the presidency of the firm in 1939, the company was further expanded. During the war years, the company produced precision instruments, and several complex mechanisms ordered by the Army, Navy and Maritime commission. The company was expert in producing such battleground equipment as shell fuses, fire control mechanisms, artillery gun brackets, convoy lights for the Navy, radar units for the Air Corps and a number of smaller radio and switching equipment.

Production Advance

Production techniques are constantly



being stepped up. The latest innovation to increased production was a Newcomb-Detroit washer to eliminate steaming, open tanks, and the consequent wet and slippery floors. Installed just recently, were a pair of Ex-Cell-O drilling and tapping machines, which perform the work of seven previous machines, and do it much more rapidly. These machines will turn out as many center castings in one and a half man-hours, as the former machines did in seven man-hours.

Distribution

Development of nation-wide warehousing facilities have been like milestones in the history of the Sprague Meter Company. The first distribution point outside the factory was set up in Los Angeles in 1905. Others followed in succession: Davenport 1911, San Francisco 1917 and Houston, Texas 1929.

In addition some warehousing has been done in St. Louis and sales agencies are maintained in Melbourne, Australia and Paris, France. Today, Sprague Meters are used in more than twenty-five countries, the world over.

In 1940 the Los Angeles warehouse moved into a new building. Another modern structure was opened in Davenport this year, again to better serve customers in the distribution and maintenance of meters. Similar warehouse-repair facilities were also recently inaugurated at Houston, Texas.

Research and Promotion

Scientists have found various and unique uses for Sprague products. Many meters are used in flue gas research to improve the efficiency of combustion in industrial furnaces, and to check the efficiency of refining equipment.

One Sprague meter recently was used at an Iowa university to analyze the breathing of cows in the agricultural school's herd. They have also been used as timing instruments for pressure regulators in station set-ups and in federal surveys of the salt content of air over various coastal areas.

During the span of years in which the Sprague Meter Company has been in operation, it has developed into the third largest producer of gas meters and regulators in the United States. Altogether, more than four million Sprague meters are in use throughout the world. Many sold fifty years ago are still in service.

To meet increased demands for its products, an engineering group was organized in 1930. Previous to this, the engineering functions had been spread among the different offices of the company with Mr. Sprague himself directing all the experimental work.

(Continued on page 40)

PROVERS WORK in an air conditioned room, calibrate meters to customers' exact specifications.

AN EARLY SPRAGUE valve grinding machine, converted into a lapping machine for fine valve finishing.



A SPECIAL, ONE PURPOSE, Ex-Cell-O drilling machine, turns out as many center castings in one and a half man-hours as the former machine did in seven man-hours.

ONE OF TWO SPECIAL design Triple Kearney and Trecker Milwaukee millin machines for facing meter centers.



PHOTO of Yale Dining Room at the Dinner Session.

135th ANNUAL MEETING REVIEW

THROUGH the courtesy of Yale officials, the Association was permitted, for the second consecutive year to hold its Annual Meeting (the 135th) in two halls of Yale University, New Haven, September 12, 1950.

Starting off the morning Sales Clinic session at Sprague Hall with an attendance of around 150, new arrivals throughout the morning, and early afternoon increased the attendance to approximately 600 for the latter portion of the Production Clinic and the Productive Power Show—the closing event of the daytime meetings. Although the program of events was conceived and completed prior to the outbreak of the war in Korea, the valuable ideas brought out by panel members of both the Sales and Production Clinics

were applicable to our present economy, as yet only slightly affected by defense production.

Luncheon Session

Murray Shields, vice president and Economist, Bank of Manhattan Company, was the guest speaker at the luncheon session held in the Yale Dining Hall. His announced topic was "The Economic Outlook." He changed the subject of his talk, in line with current events, to "A Blueprint for Mobilizing our Leadership." A brief version of his remarks appears on another page of this review.

Business Session

Promptly at 2:00 P. M. the business meeting was called to order in Sprague Hall auditorium by President Purtell.

In the record time of twenty minutes reports were presented and acted upon as follows: Treasurer's Report by John Coolidge, treasurer of the Association and president of the Connecticut Manifold Forms Co., West Hartford; Budget Committee Report by A. S. Redway, chairman of the Budget Committee and president of the American Paper Goods Co., Kensington; and Nominating Committee Report by Arthur B. Barnes, chairman of the Nominating Committee and president of Ponemah Mills, Taftville.

All reports and recommendations made by the treasurer and committee chairman were approved and upon vote of the meeting the Secretary cast one ballot for the election of the following directors to serve for a term of four calendar years beginning January 1, 1951. Directors elected were: For director representing Tolland County, R. Leland Keeney, treasurer, Somersville Manufacturing Co., Somersville, to succeed Frank Parizek, chairman of the board, Frank Parizek Mfg. Co., West Willington; for director representing Windham County, George H. Reama, vice president—manufacturing, American Screw Co., Willimantic, to succeed E. B. Shaw, agent, American Thread Company, Willimantic; for director representing New London County, Walter E. Turner, president, Atlantic Carton Corp., Norwich, succeeding William W. Allan, executive vice president and general manager, The Baltic Mills Co., Baltic; for director representing Middlesex County, Robert J. Starr, partner, A. M. Starr Net Co., East Hampton, succeeding Sydney A. Finer, vice president, Pond's Extract Co., Clinton; and for director-at-large, Arthur F. Murray, works manager, Electrolux Corp., Old Greenwich, succeeding Alfred C. Fuller, chairman of the board, Fuller Brush Company, Hartford.

Evening Session

The evening session, starting with dinner at 6:30, drew a record attendance of over 900, a near capacity audience for Yale Dining Hall. It was an impressive, never-to-be-forgotten sight to view from either end balcony the seemingly endless rows of flower decorated tables filled with men charged with the responsibility of operating several hundred of Connecticut's leading industrial establishments. It was especially impressive to note that nearly one-third of the huge dining hall was occupied by tables stretching out from the head table, where representatives

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"MEETING THE SALES CHALLENGE OF THE FIFTIES" was the topic discussed by these sales clinic participants: (Left to right) Sumner J. Robinson, general sales manager, Bigelow-Sanford Carpet Company, New York; Frank W. Mansfield, director of Market Research, Sylvania Electric Products Co., New York; J. T. O'Connor, Jr., panel chairman; Southern New England Telephone Company, New Haven; Arthur L. Scaife, merchandising manager, Traffic Appliances, General Electric Co., Bridgeport; and James C. Olson, partner, Booz, Allen and Hamilton, New York.

of most of the 306 companies, 50 years old or more, were seated. Tables were grouped by age of companies, by standards marked 50 to 75, 75 to 100, and 100 years and over.

Invocation was given at the start of the banquet by Reverend E. E. Holohan of St. Mary's Church, New Haven. Other events following the dinner included a five-minute address of welcome by Governor Bowles; President Purtell's annual report, "The Human Factor—Key to Business Success;" award presentation ceremony; and the feature address by Cecil Brown, NBC Radio commentator and lecturer on the subject "Crossfire in Asia." Music during the dinner hour was furnished by Berman Orchestra of New Haven.

For lack of space it is impossible to include the complete addresses of speakers and panel members. In several instances, too, panel members spoke only from notes. Therefore, we reproduce on this and succeeding pages only the highlights of the addresses and even briefer versions of many of the panel talks given at the Sales and Production Clinics.

Sales Clinic

RECOGNIZING that sales problems will rank high in the planning of Connecticut industries during the fifties, a sales clinic was carefully planned to give the maximum assistance to sales-minded management who demonstrated, by their attendance, their desire for help in "Meeting the Sales Challenge of the Fifties"—the theme of the clinic.

AT THE PRODUCTION CLINIC in the afternoon Chairman John W. Nickerson, a management engineering consultant, is shown addressing the audience. Panel members were Erwin H. Scholl, professor in charge of the Department of Business and Engineering Administration, Massachusetts Institute of Technology; Clifton H. Cox, Clifton H. Cox Co., Newark; Mr. Nickerson and H. E. Blank, Jr., Editor, Modern Industry Magazine, New York. President Purtell is seated at the extreme right.



In his brief opening remarks, J. T. O'Connor, chairman, said in part:

"When we planned this clinic we considered all of the phases of the sales job in an effort to find those subjects which through discussion might be of the greatest aid to businessmen in the time of analyses planning.

"We ruled out discussion on salesmen selection and training because we know of the excellent job being done through the National Sales Executives and the Local Sales Clubs.

"We asked ourselves such questions as these:

1. Does the average businessman—sales manager or General Management executive understand the advantages of doing a good thorough Sales Research job?
2. What can Management obtain through better Sales Controls?
3. What can he obtain through greater cooperation between Distributor and Retailer?
4. What are the responsibilities of Top



NEW ASSOCIATION DIRECTORS elected at the Annual Meeting to serve a four-year term beginning January 1, 1951, (left to right) Robert J. Starr, partner, A. M. Starr Net Co., East Hampton; George H. Reama, vice president, American Screw Co., Willimantic; R. Leland Keeney, treasurer, Somersville Manufacturing Co., Somersville; Walter E. Turner president, Atlantic Carton Corp., Norwich; and Arthur F. Murray, works manager, Electrolux Corp., Old Greenwich.



ASSOCIATION OFFICERS and clinic speakers seated at the head table at luncheon in Yale's Dining Hall. Murray Shields, vice president and economist, Bank of Manhattan Co., New York, the chief luncheon speaker, is shown in the center.

Management towards the Sales Department?

"In asking ourselves these questions and presenting our views we recognized what a wide variance of opinion there is in these fields, so we set out to obtain experts to cover the subjects and were successful in our quest.

"These men, gentlemen, are experts—not only away from home—but in their very well-known companies and competitive fields.

"We will hear from them presently. Each man will talk 15 minutes on his subject and at the conclusion of all of the talks we will have 30 minutes for questions from the floor."

Market Research for the Small Company



Frank W. Mansfield, Director of Market Research, Sylvania Electric Products Co., New York, N. Y., speaking on the topic of "Market Research for the Small Company" brought out the key points as follows:

"1. Market research is not the blind use of statistics, the careless application of multiple correlation to available data, nor is it any magic formula which will answer all of the problems of sales management.

"2. To define sales research objectively is pretty difficult without agreeing on the purposes of salesmanship. In my opinion a good sales department is one which knows everything there is to know about his customer, his prospect, his competition, his product, and his operating problems.

"3. A well organized sales research department is one whose primary objective is to get the facts regarding those

subjects just mentioned, so as to permit the making, in the sales department, of sound policies, setting up fair prices, developing good operating plans more objectively, more intelligently and more accurately than could be done without the facts. Admittedly sales research cannot do all of these, but can help in doing most of them.

"4. I also feel I am prepared to defend the statement that sales research generally can do these things more accurately, more quickly, more cheaply and more objectively than the usual operating sales department. There are numerous reasons for this, such as the subjectivity of most salesmen, the fact that they do not meet the real customer, and that their impression of the market is frequently distorted because they are getting their story third hand. Last but not least, he hears only what the customer wants him to hear, and if he is properly directed does not have the time to do research anyway.

"5. In our own Sales Research Department we have the responsibility for calculating potentials, analyzing sales, analyzing markets, doing sales research, doing market research, analyzing the profit and loss from the sales viewpoint, and studying pricing policies.

"6. A small manufacturer may very well take the attitude he does not have the time or the ability to do these things, and if he is small enough, I agree that it is not necessary because if you carry it to the absurd extreme of the small restaurant or the bootblack proprietor, he is meeting the real customer and his every conversation is in effect true sales research.

"7. If you are very large you probably recognize you do not have all of these answers, but you are still trying to get them through sales research. The real problem revolves around the companies which are too small to have an organized sales research department, and too large to get real close to the customer. This should not discourage this typical medium sized manufacturer

because market research is not difficult nor complicated. In its simplest terms you only have—

- "(a) To find out what you really want to know—define your problem.
- "(b) Ask the guy who knows more than you do—involves a good sample.
- "(c) Ask the question in such a way as to get facts, not misinformation.
- "(d) Interpret the data correctly.
- "(e) Use the data.

"8. If you do not have a sales research department, by all means select someone whose sole responsibility is to do the job. If you cannot afford a man full time, set up a man and insist he spend one-half, or some definite share of his time, doing this and nothing else.

"9. Don't call in the experts unless you have the man just described to correlate your problems with the abilities of the experts, and unless you have the time to define your problem. You know a lot more about your own business than the best market research experts in the country. And finally, do not work with the experts unless you have the time, and take the time, to understand what they are doing, why they are doing it, and what goals they are trying to attain.

"10. Do not overlook the help and information you can get from your trade associations. The scientific viewpoint will help more and more as business becomes more and more competitive.

"11. If you have the facts and use them intelligently, you have an excellent chance of setting up your controls properly, getting the right kind of distribution, and capitalizing on your true sales opportunities.

Better Sales Controls

Speaking on the topic of "Better Sales Controls," Sumner J. Robinson, Sales Manager, Bigelow-Sanford Car-



pet Co., New York, N. Y., set forth pertinent points, in part, as follows:

"In the squeeze for profit in the months and years ahead, your sales division and its effectiveness may well represent the difference between an empty cash drawer and dividends to your stockholders.

"Before the pilot of your sales division flies his course, he must know where he is going and why. He must familiarize himself with the controls which are going to keep him on the beam. He must be furnished with statistical information that will allow him to do something about trouble spots before his sales plane falls hopelessly behind schedule or just falls—period!

"Let's assume we are setting up sales controls for Smith & Jones Company, manufacturers of consumer products, sold through several types of retail outlets and with an approximate sales volume of \$6,000,000 at cost.

"After examination of the work load, we decide that 25 territories is the ideal setup for Smith & Jones. We lay out those territories based on the work load, geographical considerations, and sales potential. Regardless of the hue and cry of old-timers in the sales organization, we abandon the crazy-quilt pattern of existing territories which just grew with additions—and substitute a planned territorial setup using a Buying Power Index to measure the potential in each area. Tailor-made B.P.I.'s are wonderful if available and plausible, but few companies are fortunate enough to have such an index at their disposal. Those issued by such sources as the magazine *SALES MANAGEMENT* are generally very satisfactory as a yardstick.

"By weighting past performance with a Buying Power Index, we can arrive at a percentage target for each territory. The next step is the formulation of a six months' sales quota for the economy. We do not make the common mistake of picking a dollar figure and then breaking that down into 25 territorial quotas. No sir! We take our individual products and decide what can be sold on each separately and, block by block, we build up and finally arrive at a \$6,000,000 target. Quotas

are assigned on each product by territories and this done in consultation with the salesmen.

"One more step remains, and it is accomplished at the territorial level. Each salesman arrives at a quota by products for each of his accounts by months. So now we have a time-table broken down into elements that can be easily understood and controlled.

"Come January 2nd, Reynolds, the Sales Manager for Smith & Jones, sits down in the cockpit of his sales plane. His controls are directly in front of him; his targets clearly defined and his time-table posted for easy reference.

"He flies through January and February with 'the greatest of ease.' All instruments on the panel in front of him are recording, registering or otherwise functioning in a normal pattern. His produce and territorial quotas are at least being met and in some instances he is flying ahead of schedule. Come March and wham! The company is not yet in serious trouble, but Reynolds fastens his seat belt and begins scanning his controls with an anxious eye. Sales are off approximately 30% for the month of March alone!

"Reynolds turns first to the 'Product Performance' control. While all products are below par, two major products have suffered a severe decline. We will refer to these sub-par products as B and F in the future. You know when you eat an artichoke, how you peel off the leaves one by one to get at the heart. This is exactly the process Reynolds must use in getting to the heart of his sales problem—and in his product diagnosis he has peeled off his first layer.

"He next glances at his 'Territorial Controls' and finds six salesmen are definitely behind company average. The Detroit and Chicago territories, because of their potential, have large dollar deficiencies and appear to present the major problem.

"An examination of product performance in these two territories shows again that products B and F have been hard hit. Taking first things first, Reynolds decides that Chicago is his high priority problem. He knows, however, that the situation in Chicago is not necessarily the result of anything that has happened the past three months or even the past year. When yardsticks are applied for the first time, some sales managers are apt to jump to conclusions and assume the present incumbent of a given territory is inadequate—simply because his sales are not up to potential on the first go-around. Actually, what

he forgets is that he is not only applying a yardstick for the past three months, but very often he is also measuring years of sales effort in that territory, years of supervisory effectiveness, advertising weight, product acceptance, distribution policy, and so on.

"Having peeled off a couple more leaves of his artichoke, Reynolds is now closer to the heart of his difficulties. He knows that two territories have a serious sales headache and in the first he tackles, products B and F appear to important contributing factors.

"The sales manager's next control was concerned with the major markets where he already knew a problem existed. In laying out his new territory alignment, Reynolds had made a study of his sales concentration pattern and he had discovered that 65% of his Buying Power Index potential was centered in 25 trading areas. The fact that only about 55% of his business was coming from these major markets worried Reynolds because sales expense ratios generally drop in 'easy-to-sell' large markets where salesmen have to spend a comparatively small amount of their time traveling. His overall sales expense would undoubtedly be lower if he was shooting par in the major markets, and this just average performance would swell his sales volume considerably. Three months performance records of the major markets against Buying Power Index confirmed his suspicion that the Metropolitan trading area of Chicago had made a poor showing against a relatively good job in the rural areas of the Chicago territory which extend into downstate Illinois and parts of Wisconsin and Iowa. An intensive drive on this concentrated potential should produce the wanted volume at a low cost.

"Running his eyes over the control board, Reynolds stopped at the company's key-account control which, quite obviously, deals with the top volume customers. The company has 150 key accounts out of a total customer list of 750. These are the dealers that Reynolds 'lives' with, as these 150 key accounts represent 70% of his total volume. Reynolds keeps close watch and accurate records on each of these customers. Monthly sales, by products, are posted and analyzed and compared to a monthly quota for each key-account. The minute the control board shows trouble on one or more of these dealers, immediate action is taken because of their large contribution to the sales volume.

"He notes the Chicago salesman has

nine key accounts of major importance to his overall performance in the Chicago territory. Seven of the nine key accounts are in the Metropolitan trading area of Chicago. Five of the seven customers are hardware stores which, in every instance, are considerably behind quota. Practically all of their poor showing is traceable to their performance on products B and F.

"Reynolds begins to wonder what a country-wide customer-type analysis would indicate for hardware stores, as a trade class. He feels that it might have a direct bearing on his case. It went through his mind that hardware stores, as volume outlets, are very important to the company . . . traditionally they always have been. 'Flying by the seat of your pants, Reynolds.' No good! Look at your control board instead! In four years from 1946 to 1950, hardware stores have shown a drop of 27% in their percentage of total sales. This is basic information which Reynolds, up to now, has ignored. Yet it is information which should be used in making a number of important decisions involving the product line make-up, distribution policy, product mix and the formulation of the company's advertising philosophy.

"The performance of this trade class as a whole on products B and F might have a direct bearing on the sales declines in Chicago. Reynolds checked the records and found that sales had declined for several seasons and important as these products were to the hardware stores, nothing in the way of a market analysis had been attempted to discover the cause of the trouble.

"Well, our sales manager has done a pretty good job of paring off the leaves of his artichoke and getting to the heart of his sales problem. He has a few more to peel before he is finished. The first is a check on his manpower in the Chicago territory. Just how effective is his salesman in that important area? Obviously, it is not a market in which you send a boy out with a pop-gun to shoot bear. Reynolds now has yardsticks to apply against his salesmen's individual performances. He knows that the marginal producers are a profit hazard. He realizes the necessity of developing a strong, hard-hitting team which must mean the unconditional release or farming out of the weak elements in order to increase his overall effectiveness.

"Smith & Jones have a *salesman's call report*—based on the McBee Keysort which, as you know, is a manually operated punch-card system. The salesman makes out a card for each call.

With these reports, plus sales statistics, Reynolds has his yardsticks for *measuring sales effectiveness*. Here are some of the controls:

1. Number of daily calls.
2. Order call ratio.
3. Number of orders per man-day.
4. Average order size.
5. Average sales production per man-day.

"In further checking on the Chicago man's sales cost, Reynolds was studying still another type of control—that of measuring territorial variations in sales cost. By relating each salesman's salary, travel and entertainment to the volume in his territory, Reynolds can find out the cost per \$1,000 sales by territory. Using the company's national average as 100%, the Chicago territory's sales expense is 16% higher for each dollar of sales than the average. It is interesting to note that there is a variation of approximately 114% between the low and high cost territories. Naturally some of this variance between territories can be explained. It's the balance that Reynolds wants to know about.

"Reynolds gives a passing glance at his sales yield per man on the dials in front of him. If national sales are divided by the number of salesmen it takes to get that volume, the resulting figure will represent the sales yield per man. Again, there are important variations between territories which will affect results, but if Reynolds has the facts he can locate the legitimate variations and shoot at the balance as his target.

"With a company average as 100%, the sales yield in the 25 territories runs from 62% to 145%. Chicago shows a yield of 87%—13% below average.

"In only a little more time than it takes to tell it, Reynolds has pretty well isolated his problem. He knows what and where it is. His controls have pinpointed his trouble. He knows that the Chicago territory is behind quota and that its performance against Buying Power Index is not up to par. The company, as a whole, is showing up poorly in products B and F and much of Chicago's difficulty is centered in these two products. The volume trend on hardware stores, as a trade class, is downward and as they have been large users of products B and F, a pattern appears to have developed which is now spotlighted in Chicago. Reynolds' controls have indicated a very definite warning on key accounts in the hardware trade class and unless the spark can be rekindled, he must look elsewhere for this volume. His salesman in Chicago seems to be fairly capable but he will bear watching. Chicago's sales expense is

above company average and sales yield is below the average.

"Armed with his Chicago representative's call report cards, he now goes to Chicago and the heart of his sales headache.

"He discusses the problem with his salesman and they study the records before them. A plan of action evolves. Specific assignments are developed for the salesman. His call blue-print which is his planned route list, is revised. Specific objectives are set up for each call and follow-up. A product revision is recommended by phone to headquarters with the hope of recapturing the volume lost in the hardware store trade classification. They work out a local promotion with a hard-hitting Sunday punch. Reynolds throws the book at his Chicago soft spot.

"But something new has been added to his whole operation. A planned approach!! Only possible because of the newly developed sales controls. When the elements of a problem are known, a solution is comparatively easy. If a sales executive operates without controls, about all he can do when sales start tobogganning, is give his organization a bawling out and an aspirin tablet. If the situation is serious he starts firing and hiring salesmen. He knows of no other answer. Under present conditions, with the continuing expansion of our armed forces, the 'hire-and-fire' sales manager is bound to feel the draft through his inability to find trained sales replacements. The trend toward a civilian manpower shortage makes a planned and controlled approach doubly important in order to determine whether or not sales soft-spots are caused by factors other than poor salesmanship."

Building Better Distributor and Retailer Cooperation



Arthur L. Scaife, Merchandising Manager, Traffic Appliance Division, General Electric Co., spoke on the topic of "Building Better Distributor and Retailer Cooperation." Excerpts from his talk follow.

"When the cost of living index goes up, immediately we hear the cry—Distribution costs are too high. The dis-

tributor isn't doing his job cheaply enough. The retailer is asking for too much and is always chiseling on price and discount.

"For example, there is a meeting being held the last of this month in Chicago by the Cooperative League of America, aided by economists of both the CIO and the AF of L, to discuss the subject, 'The Middle Man—His Functions and His Margins.' . . . My surmise would be that the discussion might question the very existence of the middle man and the retailer. It might also indicate that there was some thought that the margins of both were too high.

"Maybe these people are honest in their convictions. Let's assume that they are completely honest. Whose fault is it that they don't know that the finest distribution system in the world has a high distribution cost that makes it possible to send the vast outpouring of American industry to every nook and cranny of this country? Whose fault is it that these people don't realize that the greatest investment in the world per employee is found in the factories here, and that this greatest investment per worker makes mass production itself possible? Mass production which can only be sold through this finest distribution system in the world. Yes—Distribution on a mass basis is expensive. It calls for highly specialized people—tremendous investment and gamble—and, unquestionably, this cost must be worked on—pounded—pared to the bones. The same necessity rests with the manufacturer and the retailer.

"We know that the only real gauge of the value and efficiency of this whole setup, however, is in the unit cost—the real price, value and quality of the product or service bought by the consumer. Nowhere in the world is such value matched. It doesn't even come close. Whose fault is it that these facts aren't known? . . .

"Now, let's look at ourselves for a moment. It is a fact today that some distributors feel that they can only get what they should have by fighting the factory. Dealers—many of them—feel they can only get what they want by fighting both the distributor and the factory.

"Distributors in all fields of business are organized: Dealers in all fields of business are organized. Manufacturers are together. And yet, by what right can we, as manufacturers, say, 'The distributor must get more volume—less discount. He must increase his efficiency as we have?' Can the distributor from

an ivory tower tell the retailer the same thing? The retailer says in many cases, 'I have to have more margin. The factory should handle service.' Isn't it a fact that the three—manufacturer, distributor and retailer—are a three-link chain? What hurts one hurts all of them. The three are an indissoluble chain—welded together by function, importance, and complete interdependence. Distributors and retailers should be considered as part of our companies. Their standing in their communities becomes our standing in those communities—based on how they represent us. . . .

"Let's then first examine openly and honestly the moles in our own eyes before we look for the beams in the eyes of others. That they are there is a fact, and they can be corrected only if we have the courage to first recognize them and then do something about them. We can say, 'Competition forces these things,' and I think we can say also, 'If we, as manufacturers, pay for a function and perform that function ourselves for which we franchise somebody else—we are adding to cost.'

"There is still one more facet and that is the one of understanding. Understanding of this system—manufacturing, distribution and retailing—on the part not only of the public generally, but on the part of our own people. The people that make our stuff—distribute our stuff—and sell our stuff. . . .

"Let's take another case. How many times recently have you seen advertisements pointing out that there is no middle man? The ad says, 'Come in and see us. Walk up two flights and save ten dollars. We buy direct from the factory—there is no middle man's profit.' The middle man—a general term applied quite loosely and standing in the public's mind for that vague man who does something with goods and makes piles of money. . . .

"There are the drug people. You must have terra-myacin immediately. A member of your family rushes to the corner drugstore—a middle man—and buys the drug—brought there by the distributor—a middle man . . . a drug that was discovered in the research laboratories of a manufacturer—a middle man.

"We have some middle men wearing dust-covered, blood-stained uniforms, who stand between us and the North Koreans. These, too, are middle men. They are, however, middle men whose services are thoroughly understood and appreciated by the great mass of people. You pay and pay willingly for the serv-

ices performed by these middle men. Again, because the services they perform are thoroughly understood. The service performed by the middle man, the three-link chain in this country is not understood. It has long been known that when a system or device, or even that place behind the high fence, is mysterious—it is feared. When a thing is understood, fear departs. Confidence is bred and made of complete understanding. Misunderstanding is probably the biggest problem we have. It is without question the biggest problem in the world today and it always has been.

"We have then, it seems to me, a two-fold job to do basically before we can prepare for sales in the fifties. The first is to be sure that our own distributors and dealers are working with each other by understanding their function, their importance, and their complete interdependence—the manufacturer, the distributor and the retailer.

"Next, we must make sure as manufacturers—and hence more concerned with the national scope of business than are the other two links—that the public starts to learn about the basic facts of economic every day life in this country. Learn the fact that every day is election day in the United States—that the future of our country will be decided by economics and not politics—that a place of business is actually a polling place where ballots are cast each time a thing—a service—a piece of merchandise is bought or rejected. Democracy is exercised more frequently and more conclusively in the marketplace than on the floors of Congress, because we are first of all a business nation—whether our business is making, distributing or selling.

"Russia was taken over at the time of the revolution by less than two per cent of the population. Germany was taken over by the Nazis with less than two per cent of the population. Less than one per cent of the population of this country is Communist. What business faces now is not violence or flaring hostility, but a long, slow, ground swell of misunderstanding and discontent. Our picker lines are in the minds of people. There seems to be a rather total lack of understanding of the basic economics that has made this country. And yet, I am certain, as I know you must be, that if we could sit down and talk to any one of these people, you would win their respect and understanding in just a few minutes. There is no formula I know of except to apply the same honesty, integrity, simplicity of approach and example that is used in the adver-

tising to sell our products. . . .

"There is no 'they' to do this job—it's an 'us' job. We start in our plants, branch out to our distribution, and to our retailers. Once they understand the all-compelling importance of this job and see their part in the thing—and their benefits—everybody's benefits, then we start a chain reaction of positive clean mind-sweeping that the truth always brings. This started—and started well—and we have a basis on which to plan well for better cooperation of distributors and dealers and for better sales in the fifties."

Top Management's Job



Speaking on "Top Management's Job in Meeting the Sales Challenge of the Fifties," James C. Olson, Partner, Booz, Allen and Hamilton, New York, N. Y., made observations which are reproduced, in part, as follows:

"At the time this subject was assigned to me back in June, we were all heaving a sigh of relief because 1950, business-wise, was turning out better than we feared it might in January. Yet we all wondered what 1951, '52 and the years beyond, would bring. We came out of World War II with production capacity roughly double pre-war in physical volume, and three to four times pre-war in dollar volume. Our break-even points were high. We believed we had to operate at near capacity to maintain the profit position of our individual companies, the nation's prosperity, and to prop the rest of the democratic world in the economic battle against totalitarianism. We saw evidence after evidence of eliminated backlog. We wondered if we could sell enough to maintain a profit-producing production level. . . .

"Then one morning we awoke to the fact that we are at war in Korea. What does this mean? One of the economic services pointed out that one of three things might develop: (1) We might by our decisive action in Korea so discourage additional aggression that we could look forward to years of even greater normalcy than experienced recently; (2) Additional sectional aggressions of the Korean type might occur with the result that we would often be

fighting one, and would have to maintain a constantly prepared condition; or (3) We might have all-out war with Russia soon. Most of us are not optimistic enough to think it will mean the first of these. If it means the second or third, the top management of most businesses must throw emphasis to production and other functions of business rather than to sales.

"But we can't be certain as yet that the alternative condition won't obtain. Therefore, top management must do more frequent planning, must make plans for alternative courses of action, must do more reasoning based on less known and more unknown factors, and must stay extremely flexible.

"If either the second or third condition obtains, we will have a period of false prosperity with the accompanying sellers' market for many items and an easier market for most others. You all know that under such conditions the Sales Division will have to 'eat at the second table' insofar as top management attention is concerned. Top management will again tend to confine its attention on the sales side, to plans relative to (1) manpower and its best utilization, (2) allocations of merchandise, (3) avoid run-away sales compensation plans, and (4) restriction or redirection of advertising and sales promotion programs.

"While we must all recognize under these conditions the priorities placed on top management for planning and administration for other divisions of the business, I want to urge, that once emergency items are handled, top management use this period of sales grace to do some fundamental work toward the improvement of that area. During World War II, the Sales Division was so neglected that many companies entered the post-war sellers' market badly unprepared. The sales divisions of our American companies generally have not had the calibre of effort directed at making them scientific, economical units that has been accorded to other divisions of our companies. Just as an engineer in a plant committed to a program of preventive maintenance selects a period of low power load to strengthen a steam boiler, so should top management take advantage of this opportunity to strengthen its sales producing equipment. Incidentally, our false prosperity and high taxes should supply the money with which to do the job.

"It should do the necessary planning and administration to strengthen the Sales Division. It should make any changes in executive personnel deemed

necessary. It should provide that work be done to strengthen the division at every point. It should survey each of the following sixteen tools through which sales management accomplishes its job: (1) marketing research, (2) objectives, (3) policies, (4) program, (5) organization, (6) budget, (7) territorial layout, (8) quotas, (9) reports, (10) sales correspondence, (11) recruiting, (12) training, (13) advertising, (14) sales promotion, (15) sales compensation, and (16) cost control.

"Ability to devise and wield these, comprises—in our book—the science of sales management. Top management should identify any weaknesses in each of these and assure itself that, while the selling stress is off, and while the money is available, work is under way to strengthen and put each in top operating condition.

"By pursuing this program, top management can make certain that the sales division is ready for that post-hostilities period when the stress we anticipated for the early fifties will be placed upon it."

Production Clinic



John W. Nickerson, Management Consultant and Chairman of the Production Clinic opened the meeting with a prefatory statement which follows, in part:

"The real challenge of the fifties is the challenge of individualism against collectivism, the challenge of spiritual and moral freedom against Godless and material dictation and the dominion of the few over the many.

"Although thousands of years old, this struggle now threatens the destruction of much of the material world. . . .

"Few in the United States are willing to be called Communists, but millions have voted and are willing to vote for practices which are basically socialism; government ownership and control. To save ourselves from the inflation which such practices have brought on, we shall undoubtedly be forced to set up an economy which, if we are not careful, might commit us irrevocably to a socialist state from which there can be no retreat. . . .

"It would be of little avail to make these statements in any group merely to obtain agreement, unless there were some action which could be taken. I believe there is action which can and should be taken by those in this room. The object of this panel is to help in this endeavor. The material manifestation of this action should be increased productivity, increased production per man hour.

"The spiritual and fundamental foundation for this manifestation is an industry comprised of men in all ranks who are convinced that privately owned business is infinitely more to be desired than state ownership—men who are united in the common purpose of service

"Just as it is clear that America has the job of saving the world from subjection or annihilation, so it is clear business management which should take the initiative in saving the principles on which this country was built by sharing its problems, its information and the fruits of its progress with its partners on the payroll

"It is important that management should provide for their fellow employees on the production line the very best of engineering facilities, the best plant layout and working conditions, the best practical equipment, the best methods, the best flow of work and the best quality inspection.

"Management should go further. It should satisfy the intelligent desires of employees by providing them in so far as is practicable with information as to the business and its economy. Recognizing that it is natural and normal for Americans to have a clear cut goal to work toward, it should also engineer the proper task for every member of the organization. It should assume the responsibility for maintaining such conditions that these tasks may be accomplished and work out a generous reward for their performance.

"From my experience with hundreds of management and labor groups, I believe it is conservative to say that there is an average immediate potential increase in productivity of at least 35% waiting to spring forth. What holds it back? False traditional beliefs emphasizing the differences between management and labor. In the days ahead management should break the opinionated traditions and orthodoxy.

"Too long, management has merely been on the defensive against organized labor. Too little, it has engaged in constructive efforts to determine the most orderly and logical ways for individual

employees to share in the fruits of progress, to promptly participate in the savings which accrue from improvements in the methods of manufacture.

"This can be done and as you now listen to our panel speak to you concerning methods, machines, training and management, I hope you will be thinking how these practices may best work out for all individuals from the president to the sweeper."

Better Methods and Machines



"Meeting the Production Challenge of the Fifties Through Better Methods and Machines" was discussed by H. E. Blank, Jr., Editor of Modern Industry. Leading excerpts from his remarks follow:

"Every company operation is a lush target for this question, 'Why.' And it's hard to think of any operation where the essential action of methods improvement—simplify, combine, and eliminate—couldn't be applied with profit. Productivity must be upped not just in the production area. It must be upped in sales, purchasing, research, engineering, and design—in people, machines, and dollars.

"It becomes more and more essential to think of improvement not only in how a human can do a job better, easier, and at lower cost, but also to consider whether a single machine or many machines, can provide an even better easier, and lower cost answer.

"For instance, at Oldsmobile only one operator is needed to watch over an 86-foot long machine that mills, broaches, and drills the block for Oldsmobile's V-type engine. Eighteen blocks progress simultaneously through this machine and an electrical control system signals the one operator instantly of any faulty machine operation.

"On other transfer-type machines in this plant you find 90 cutting tools operating at one time at 17 different stations. Each one of these units requires but one operator.

"Not only machining but inspection becomes more highly mechanized—for instance, an automatic unit that inspects 500 pistons per hour.

"For any company to get such fea-

tures in the automatic equipment it buys—the industrial engineers counsel can prove extremely important. He'll put special emphasis on such vital elements of automatic machinery (considered from the human standpoint) as safety devices, built-in materials handling equipment, location of controls to reduce operator waste motion and fatigue, grouping of machine components for operator visibility, and automatic lubrication systems that make the element of maintenance as foolproof as possible.

"The immense power of changes in methods of production alone is seen, for one thing, in the recent report of the Research and Policy Committee of the Committee for Economic Development on the subject of 'How to Raise Real Wages.' It points out that—in terms of 1949 prices—output per worker per manhour has gone up from about 51 cents in 1900 to about \$1.83 in 1949. The advance is attributed largely to improvements in methods of production. Yet the advance in productivity—of output per manhour—is only 2½ per cent a year. The report adds: 'If real wages are to rise as fast as they have in the past, and to double in the next 30 years, output per manhour will have to continue to rise at the rate of about 2½ per cent per year, on the average. The large increase in production necessary to make possible a substantial rise in real wages will have to be brought about in the main by the use of (and in the light of our topic this afternoon, please note what comes first of four things listed): (1) better methods, (2) more capital, (3) better training of workers, and (4) better management.' To these four basic a fifth is added by the CED report, namely, more interested workers.

"Never before has it been more important for management to stimulate among all employees—across the board of all functions of a company—a methods-improvement awareness and the driving urge to translate that awareness into constructive action. All industry—every plant—now faces up to a terrific job of delivering the goods to two markets: civilian and military.

"The military market is rapidly developing a gargantuan appetite. And the civilian market is a far more demanding giant than it was only a few years ago. Its suppliers—despite a half-war—must compete vigorously to serve well and with profit.

"In this uncertain atmosphere of Warm War and Hot Competition, a sure thing is that there must be further

emphasis on methods improvements. For such stress can bring answers to:

"1. Higher-than-ever costs—for labor, materials, equipment, buildings, distribution, etc.

"2. Materials shortages compelling shifts in product specifications and designs with consequent changes in methods of fabrication, assembly, and packaging.

"3. Personnel changes—brought by the draft and reserve calls—that demand method improvements to use the skilled more effectively, enable the new green hands (and many will be women) to be as productive as possible.

"4. New military products and components injected into the line of items manufactured that require setting up brand new methods—which, if properly tackled, will be 'improved methods' at the start. . . .

"Now, where are the better methods to solve these problems going to be found? Actually the sources are the same today as they've always been. But these times make it imperative that all sources be explored and exploited with unprecedented intensity.

"The specialist in methods improvement—namely the industrial engineer—must continue to take the lead in developing better ways to do things. In addition to his trained approaches to methods improvement many new ideas and opportunities can be sought out and obtained from others. They can come in much larger measure from every employee—through suggestion systems. Plant progress must develop in all employees an attitude of willingness—yes, even eagerness—to probe the methods of every job they and their associates perform with the searching and often illuminating one-word question 'Why?' With that questioning attitude firmly implanted in the minds of men and women serving any company—whatever their capacities—the flow of constructive suggestions for ideas that improve methods is bound to increase.

"Outside the plant—in the plants of suppliers and customers—many firms have a tremendous and virtually untapped source of ideas from which many opportunities and much added knowhow for making improved methods can be drawn. . . .

"It's to industry's and the nation's advantage to support with dollars and executive time the efforts of colleges and universities to undertake methods training on a wider and more intensive basis. Some of the schools giving especially outstanding attention to such study—aided by expanding and mod-

ernized physical facilities—are New York University, the University of Pennsylvania, Purdue, Michigan State, Stanford, Boston College, etc. . . .

"No stone can be left unturned in the searching out of better methods. But to implement that search—to make it a continuing, vigorous activity—requires above all the one thing we mentioned earlier; top management support. Such support, however, must be implemented—not just by heads bobbing up and down in agreement but by organization that stimulates and produces action. . . .

"Behind an atmosphere of teamwork in one company I discovered in the company president an individual who used two devices that are universal in their possibilities for application:

"1. Once weekly he meets for three hours with his key men. All of them—representing production, product development, sales, advertising and promotion, and finance—were present—no matter what company problems and plans were to be discussed.

"2. These individuals split among themselves a percentage of the company's gross which, on top of decent salaries, provides excellent incentive to work together in finding better ways to do things and boost the firm's profits.

"This company makes its share of mistakes. Its people sometimes fumble. Many of its methods and machines could be vastly improved. The same things are true of most companies. But it has one tremendous advantage. The sign up in front of this plant does not simply say 'Men Working.' It says: 'Men working—together.'

"That, gentlemen, may sound like an unscientific approach to better methods—and thereby higher productivity. But it's the common sense approach and, I think, the basic truth from which all progress that methods improvement and modern machines can achieve must stem."

Better Supervisory Training



The second topic, "Meeting the Production Challenge of the Fifties Through Better Supervisory Training" was dramatically demonstrated by a skit

done by Mr. and Mrs. Clifton L. Cox. Mr. Cox is owner of Clifton L. Cox and Company of Newark, New Jersey. The "skit" was in the form of a dialogue, with a heavy sprinkling of humor, between Mr. Cox acting the part of supervisor and his wife in the role of a worker. This dialogue effectively demonstrated the wrong ways for foremen and supervisors to handle a number of situations which constantly recur in every plant. Since the script used in the "skit" is copyrighted, it cannot be reproduced here. However, charts shown by Mr. Cox outlined 16 key management responsibilities as follows:

PERSONNEL RELATIONS

Personnel Policies

Developing and installing the necessary policies and rules.

Interpreting, explaining and enforcing policies and rules fairly and consistently.

Human Relations

Building and maintaining improved human relations.

Handling, solving and acting on human relations problems,—correctly and promptly.

Personnel Safety

Preventing accidents. Spotting possible causes or hazards and correcting them.

Furnishing proper protection and enforcing safe practices.

Labor Relations

Working with the existing labor laws and regulations.

Understanding, interpreting and applying all the terms of your Union contract.

PERSONNEL DEVELOPMENT

Personnel Training

Forecasting requirements, selecting and inducting, additional employees.

Instructing learners and upgrading experienced people.

Developing Assistants

Selecting, training and coaching experienced employees, as your future assistants.

Assigning responsibilities and delegating authority.

Personnel Rating

Describing, classifying and evaluating types of work.

Rating performance, reviewing ratings with workers and suggesting ways to improve.

Developing Leadership

Strengthening your personal leadership.

Increasing your ability to sell ideas and your ability to lead conferences.



PRODUCTION METHODS

Production Knowledge

Increasing technical knowledge on products, processes, equipment and materials.

Improving related knowledge on skills, or sciences.

Methods Improvement

Analyzing and questioning present methods,—developing and using better methods.

Encouraging, getting and handling, employee suggestions.

Production Maintenance

Reducing breakdowns or damage of equipment and major building repairs.

Planning and scheduling of preventative maintenance.

Layout and Handling Methods

Improving the layout of areas for better flow of material and better use of space.

Developing easier material handling means or methods.

PRODUCTION CONTROLS

Production Planning

Planning, scheduling, routing, expediting production orders. Scheduling your own time.

Reporting progress of work and controlling inventories.

Quality Control

Building quality standards, specifying methods and providing adequate controls.

Preventing losses resulting from rejects, scrap and waste.

Production Costs

Controlling and improving direct labor and materials costs on operations and products.

Using time-study and incentives to control and reduce costs.

Budget Control

Developing and establishing variable budget controls for operating expenses.

Reducing indirect costs and overhead or burden expense.

Top Management's Job

Excerpts from the topic, "Top Management's Job in Meeting the Production Challenge of the Fifties" by Erwin

tentialities. . . . But these two peoples are growing. These alone follow a course whose limit the eye cannot yet detect.

"The American battles the obstacles of nature; the Russian, those of man. The former combats the wilderness and savagery; the latter, civilization with all its weapons. American conquests are won with the laborer's ploughshare; Russia triumphs with the soldier's sword. To attain its ends, the American relies upon personal interest and allows free scope to the unguided energy and common sense of individuals. The Russian somehow concentrates the power of society in one man. The method of the former is freedom; the latter, servitude.

"Their starting point is different, their ways are diverse, and yet each of them seems called upon by the secret design of Providence to control, some day, the destinies of half the world."

Difficulty

"Prime difficulties inherent in this assumption are at least three in number:

"First, the primary activity of the United States and of the other free nations in world strategy must be that of the exercise of police power, which means the inevitable acceptance of the *defensive position*;

"Second, the unavoidable presence of time-taking elements in the operation of the democratic process makes for *delay*;

"Third, the *aggressive tactics* currently employed by our adversaries are designed to capitalize most advantageously upon the two factors just outlined.

Approach

"My approach is essentially simple. It turns upon a saying by an unknown philosopher that: *'Freedom is based upon knowledge of necessity.'*

"Here 'necessity' refers to the limitations resulting from the circumstances which surround us. If we can recognize these necessities; define them clearly; and act in the light of them, we will be granted that exercise of choice within their boundaries which we speak of as freedom.

Necessity

"May I suggest (a) twelve necessities which seem to me to be inherent in our long-term relationship to the international situation; (b) a brief justification of each, and (c) a recommendation as to the kind of action which

may properly follow upon their acceptance as issues calling for immediate attention.

"1. Previous errors made in similar situations must not be repeated. Reason: We haven't the time necessary to make and to correct old mistakes as well as new. . . .

"Recommendation. — Every company may well consider the appointment of one official to the task of Advisor upon current and proposed policies in the light of his earlier first-hand experience in similar situations, either in World War I or II.

"2. Differences in past, present and future situations must be sharply defined. Reason: One of the traps our enemy has laid for us is the easy assumption that the present conflict will be like the last.

"A single illustration here will suffice. In previous wars, the battle was first for possession of the physical resources of the antagonist. Communism reverses this order and aims first to capture the mind; then the spirit; and then the body.

"Recommendation. — Every company may well consider the precise differences in present and future demands upon its resources from those of earlier periods. Many such differences will reveal wide variations from the past. One such is outlined in the next paragraph.

"3. The domestic economy must be maintained and advanced simultaneously with the provision of adequate defense measures. Reason: This is a long-term business. Unless we and other free nations continue to grow and flourish during this period of world readjustment, we shall ultimately lose our preeminence. We must learn to take these new responsibilities in stride.

"I was recently told of a concern which has taken a large defense contract and thereupon called in its salesmen of its product lines. This is unwitting treason. If hoarding, shortages, and lessening of active company-customer relations are permitted to develop, we have lost the war at its inception.

"Recommendation. — Every company may well appoint a Conference Committee to consider at length just how it can meet governmental defense demands and continue to conserve, develop and enhance its customer service.

"4. Facts concerning Communistic objectives, organization, and techniques must be obtained, distributed, and discussed. Reason: If we do not understand how our adversaries aim to conquer us, how can we expect to win?

"Recommendation. — Every company may well consider the appointment of a committee or of an individual to the responsibility above outlined. Furthermore, the business of obtaining, distributing, and discussing new information is a continuing activity where vigilance is the price of safety.

"5. Facts concerning employee opinion must be obtained. Reason: We can no longer rely on unprecise estimates of what our employees are thinking.

"Techniques for the scientific collection and interpretation of employee opinion are now well established. But executive guess-work or the application of generalities in these areas cannot be depended upon. It has now been definitely established that employee opinion may vary widely in different plants within the same company and that such opinion is frequently illogical and quite resistant to forecast on the basis of general theory or knowledge of human nature.

"Recommendation. — Every company may well consider a thoroughgoing survey of employee opinion, making use of methods and professional personnel now equipped to undertake such work.

"6. Morale as a long-term resource must be studied and methods of maintenance established. Reason: At best, we face a long period of smoldering hostility. Such a situation calls for victory through perseverance of spirit as much as through action. It is clearly essential that the maintenance of morale on a long-term basis be viewed as a prime objective.

"Recommendation. — Every company may well consider ways and means by which a clearer understanding of the prerequisites and requisites of long-term morale may be achieved. Here we may learn from the techniques of our military leaders.

"7. Attitudes toward international difficulties must be formulated into rational, constructive patterns. Reason: Unless such attitudes are encouraged and assured, we shall soon run out of the temporary stimulus of patriotic enthusiasm. No people can remain emotionally excited for a ten- or fifteen-year period.

"Recommendation. — Every company may well weigh the point of view which its administration should reflect in this important area inasmuch as the temper of mind and expression of top management will reverberate throughout the organization.

"8. The good will and active support of private enterprise by the public must be increasingly safeguarded. Reason: If the result of the extended maintenance of defense measures is to destroy private enterprise, then we have lost the war even though not a shot is fired. . . .

"Recommendation. — Industrial efforts to maintain the good will and support of the public should now be redoubled.

"9. The competitive atmosphere of domestic business must be maintained. Reason: Hard, keen competition provides the life-blood of private enterprise. . . .

"Recommendation. — Every company may well consider ways and means whereby the spirit of hard competition may be kept alive within the organization and within the trade irrespective of the length and nature of the international readjustment.

"10. A cooperative relationship with Washington and the U. N. must be established and safeguarded. Reason: The importance of harmonious relationships here goes without saying. More particularly, the active representation of industry by its most outstanding leaders, at the council tables of government during this early stage of planning and organization is of greatest importance.

"Recommendation. — Every company may well consider the appointment of a representative whose task it will be to point out ways in which the company may earn the continuing and growing good will of government, both national and international.

"11. A technique for dealing effectively with basic uncertainties must be developed. Reason: As long as free countries continue to shoulder the responsibility of police power, their policies must remain defensive in character, — a position involving many uncertainties.

"Uncertainty is not new in human affairs. Since the beginning of time, men have faced its presence and encompassed the difficulties which it has brought. The technique is simple:

"First, acknowledge its presence. Second, determine its scope and the extremes of its possible influence. Third, design a program with a flexibility which encloses these possibilities.

"Thus, uncertainty becomes assimilated and the hazards of fear and of surprise are removed.

"Such a technique makes use of strategic rather than structural methods.

The program is no longer a schedule but a campaign; the planning is more than a technique of analysis—it is a technique of tactics.

"Recommendation. — Every company may well consider the establishment of a Board of Strategy whose duty it is to examine into the breadth of uncertainties confronting the enterprise and to

follow the above procedure in establishing tactical alternatives.

"12. *Codes of ethics and standards of industrial conduct must not be allowed to fall to the level of our adversaries.* Reason: To allow our techniques to descend to those employed by our enemies is to lose the war. The reason is clear. We are not adept at deception,

planned misstatement or intrigue. We must fight with other weapons if we are to win.

"Recommendation. — Every industry through its trade association may well consider this responsibility in terms of its vital influence upon the continuing effectiveness and solidarity of our industrial structure."

Blueprint for Mobilizing Our Leadership

Excerpts from an Address by MURRAY SHIELDS, Vice President and Economist,
Bank of the Manhattan Company, at the Luncheon Session

RECENT events leave no room for doubt in anyone's mind that the world is now confronted with a crisis of unparalleled magnitude.

Is it not imperative, therefore, that we muster into the decision-making group at the helm of our Government a number of our really great men—those of unquestioned distinction, of demonstrated competence and of long experience in the larger affairs of the Nation's life?

There are several reasons why mobilization of our leadership is essential.

1. We must mobilize our resources of leadership if we are to win the "all out" ideological war which Communism is waging against us, for while our strength-potential for ideological conflict is impressive, it has not yet been made effective.

There is strength in the fact that our economic system provides a far higher standard of living for our people than any Communistic nation ever dared to hope for, that our way of life is one of rewards rather than penalties, of freedom rather than fear, of peace rather than war and of human dignity rather than submersion in a soulless state, and that our political system guarantees more freedom than any other ever devised. We have a solid record of sharing our resources, techniques and possessions with other nations, whereas the reverse is true of Communism. Our renunciation on two occasions of the territorial fruits of victory, our action with respect to Philippine independence and our traditional attitude toward



MURRAY SHIELDS

Colonialism make a mockery of the charge that we have imperialistic designs on anybody, anywhere, at any time. There is not an ounce of warmongering in our makeup, in our history or in our policies. The whole world knows that our position is right and that our record is clear.

The foundations on which the Communist ideological position rests are weak rather than strong and it is not true, as some have contended, that they have made all of the successes and we all of the failures. After World War II was finally won, the Communists were offered an opportunity to participate in world organizations such as the UN, the International Bank and the International Fund which could, with the Kremlin's cooperation have set the stage for peace and prosperity. But the Communists have sabotaged these or-

ganizations at every turn. Furthermore, we were prepared to offer vast financial assistance to all of the less developed nations, including those with Communist governments, in order to accelerate the economic development on which their and our progress and prosperity rest. But the Kremlin elected a course which not only prevented its people from having the aid which they so desperately needed after a devastating war, but also bled their standard of living white to build a colossal military machine. . . .

The ideological war in which we are engaged is a bitter one in which, despite the fundamental weaknesses of their position, the Communists have, thus far, retained the initiative. We will need to have full mobilization of our resources of leadership, statesmanship and salesmanship if we are to win it but our potential is such that with such mobilization there would be no reason to question the outcome.

2. There is also every reason for confidence that we possess a military potential which, if carefully mobilized, will permit us to win any military conflict which is waged against us. We may not win all of the battles but with proper leadership we shall win the last one for our potential is tremendous. . . .

Another fact of impressive significance is that this country's military potential is more readily mobilizable than was the case at the start of World War II. Our stockpile of weapons is substantial. We have the world's largest navy in mothballs, huge supplies of

munitions inherited from World War II, a vast number of air, naval and army bases which can quickly be reactivated or rehabilitated, a colossal merchant fleet in reserve, and a not inconsequential stock of some of the new weapons developed late in World War II or since then. Furthermore, many of the arsenals which, during World War II, turned out a flood of war materiel could readily be put into production so that our expenditures for new productive capacity could be concentrated in the new electronic and anti-submarine devices and the new types of combat weapons without undue strain on the rest of our economy.

Our industrial capacity is substantially larger, more efficient, more widely dispersed and more easily convertible to military production than was the case at the beginning of World War II. U. S. industry has invested in expanded and improved plant and equipment over \$100 billions in the past decade—much of it to make effective the great technological advances of recent years. And it is clear that with an increase in hours of work per week, a little more effort to increase production per man hour and the introduction into the labor force of some of the people in retirement, in the higher grades of our schools and in the home, our national output can be lifted to a level materially above the high point reached in World War II. . . .

That we have the resource potential there is no reason to doubt, but it is undeniably true that at present the armed power of the Communist bloc is more fully mobilized than is ours. We face, therefore, the imperative need for a major effort to obtain quickly a more even balance of military power and in that task we shall need the guidance of our most qualified citizens. With an Emergency Council, we should soon be able to present to the world convincing evidence that while we do not want war, the outcome, if we are forced into so bloody, heart rending and horrible a course, is a foregone conclusion. . . .

This inventory of our potential strength provides impressive evidence that if, through such an Emergency Council as has been suggested, we fully mobilize the resources of leadership with which we are blessed, there is good reason to believe that the risk of World War III will be reduced and that the prospect that we shall win the ideological war in which we are engaged or any global military war which is forced upon us will be increased immeasurably.



E. B. HASKELL of the United Illuminating Company, New Haven, introduces the Productive Power Show, points out that there is an abundance of electric power available in New England.

PRODUCTIVE POWER SHOW

ONE of the highlights of the Annual Meeting of the Association in New Haven was the presentation of a Productive Power Show before an audience of more than 500 manufacturers as the final feature of the afternoon session.

The Productive Power Show was a dramatic presentation prepared by the Westinghouse Electric Company, designed to demonstrate to manufacturers how to produce better, faster, and cheaper with modern production methods brought about through the use of electric power.

Plant improvements, improved plant processes, and methods of joining materials, which are fundamental problems in any manufacturing plant, were graphically demonstrated by three Westinghouse Engineers who are accompanying the Show on its current tour of 125 cities throughout the country.

The Show opened with an effective demonstration of the importance of proper wire size and circuit protection. Loss of productivity due to inadequate wiring was displayed on lighting, heating, and motor loads. Poor lighting facilities were contrasted with a modern lighting system to show how proper illumination helps increase production and cut accident rates.

The amazing action of an electrostatic air cleaner was demonstrated, showing that dirt particles as small as 1/250,000 of an inch can easily be re-

moved from the air. Infra-red radiation proved its superiority over conventional methods as a paint dryer in a speed test conducted by one of the engineers. Infra-red lamps dried the paint in less than five minutes while air drying and convection drying had barely begun.

The demonstration of the electric resistance welder was effective in showing that 600 separate spot welds per minute or more could easily be obtained. Another particularly fascinating demonstration was that of so-called Dielectric Heating, in which high frequency electric energy is used to dry glue in wood bonding. It was shown after only 30 seconds in the dielectric field, the bonded joint became stronger than the wood itself.

Two motion pictures illustrated the use of electric furnaces for brazing operations and radio frequency induction heating in production lines of actual plants.

Editor's Note. In addition to the presentation at the Annual Meeting the Productive Power Show was given before 200 industrialists at Bridgeport on September 25 under the sponsorship of the United Illuminating Company. It was also presented to an audience of 430 persons in Hartford on September 27, under the joint sponsorship of The Hartford Electric Light Company, The Connecticut Light & Power Company, and The Connecticut Power Company.



IN THE BACKGROUND is shown the head table at the dinner session. Representatives of some of the 100 year companies present are shown seated at special tables.

ADDRESS OF WELCOME

By His Excellency, CHESTER BOWLES, *Governor of Connecticut, at the Evening Session*

AM very happy to be with you again at your annual meeting. When I spoke to you last year at this time, our state was just beginning to recover from a serious business recession. The bad times of late 1948 and early 1949 were very disturbing to most of us. As a result, we had begun to give more careful and realistic thought to the problems which our economy here in Connecticut and in all New England was facing. . . .

Today, we meet in a much different and a much grimmer atmosphere. American troops are once again on the battlefield. We are committed in our fight for peace and freedom to maintaining a far larger army than we have ever had in the past except in time of all out war.

American businessmen, American manufacturers are critical men in this critical time. As in the past, they will have the responsibility of seeing that our fighting men are supplied and equipped with the most powerful and effective weapons in the world. They will have to do a large share of this job for our allies as well. This is a responsibility we gladly assume. It is, compared to the sacrifices of our soldiers, sailors and fliers, a cheap price to pay for freedom. . . .

I pledge that we will continue to work with all our strength for a nearby,

cheaper source of steel here in New London, Connecticut. As you know, very great progress has been made over the past year. Even now, a final economic and engineering survey of the New London area is being completed. By mid-fall the report of this study, undertaken by the New England Steel Development Corporation at my request, and financed by the state, should be available. In view of the international crisis, we have stepped up our timetable on the steel mill, and we will continue to push it forward just as rapidly as possible.

In natural gas, too, much progress has been made. The long hearings before the Federal Power Commission have been completed. Briefs have been filed, among them one setting out the interest of our state in this project. We can expect a decision within the next several weeks. I am confident that a license will be granted to bring us natural gas. This too will mean more production at lower cost, particularly in the metal-working industries.

We shall continue our efforts to make capital readily available so that managerial talent and productive facilities will be fully utilized. We shall be prepared to gear Connecticut industry smoothly into federal allocation and priorities programs and other economic mobilization activities. We shall be

prepared to extend technical advice on production and management problems of conversion to our small businessmen.

I have asked the present session of the General Assembly to authorize the establishment of a small coordinating unit in our state government to work closely with businessmen and manufacturers in meeting these and other problems involved in the new defense effort. Let me make it clear, right now, that this unit will be headed by a man who understands businessmen's problems and talks their language. I am glad to say that the legislature approached this problem in the non-partisan spirit which it deserves. I am confident that the Assembly will grant this request.

These are the things the state can do to assist you in your job. Let me assure you that as long as I have anything to say about it, they will be done. But your state government can do no more, in the long run, than help to remove some stumbling blocks, help free your hands. The really creative job is yours. The hope of the free world is in America's plants and factories and foundries. It is you who must create the strength—in weapons, surely, but in the goods of ordinary life as well—on which we rely to secure the peace.

That is a heavy responsibility. I know you will not fail.

The Human Factor— Key to Business Success

An address by WILLIAM A. PURTELL, President, The Manufacturers' Association of Connecticut, Inc.,
at the Evening Session

THE subject of my brief talk this evening is "The Human Factor—Key to Business Success." I have neither the time nor the inclination to review the industrial history of the world or even of Connecticut. You are aware of the progress that has been made. I do not accept the theory that our advancement is attributable to working harder than other nations; our short working hours disprove that. Nor do I believe it is attributable to greater natural resources; many former civilizations trod for centuries over resources as rich as ours and did nothing about them. The real answer to our progress appears to be that we have been able to pool our energies and talents to a greater extent than any other people.

The founders of our nation started an experiment in human liberty by setting up institutions which reflected their belief that men had their origin and destiny in God; that they were endowed by Him with inalienable rights and had duties prescribed by moral law. These founders who set up our form of government believed that human insti-

tutions ought primarily to help men develop their God-given possibilities. By following the vision of our founders, governmental shackles which had throttled the human spirit, imagination and initiative for centuries were thrown off. In this atmosphere of freedom there was developed, in a period of 163 years, a spiritual, intellectual and economic freedom the like of which was never known before in the history of mankind. . . .

It was in this atmosphere of freedom that Eli Whitney, gun maker of Hamden, and Eli Terry, clock maker of Plymouth, first introduced successfully the interchangeable parts method of manufacture to guns and clocks, after the use of such methods had been stymied by governmental authorities in other countries.

Eli Whitney's interchangeable parts technique, introduced at a time when the machine tool industry was nonexistent, required the design and construction of many special tools, jigs, dies and fixtures before work could be started on the 10,000 muskets he had



DEXTER D. COFFIN, president, C. H. Dexter & Sons, Inc., Windsor Locks, the Association's oldest member company, accepts his company's certificate from President Purtell at the dinner session.

agreed to produce for the government by his new mass production technique. He delivered 10,000 of the most perfect muskets that had ever been made to the government in time to help win the war of 1812. His techniques applied to the manufacture of Colt's revolvers greatly expedited the settlement and development of the West. But more importantly, Whitney laid the foundation for the machine tool industry, which made possible the quantity production of complex civilian products such as the bicycle, the typewriter, the sewing machine, the linotype, electric refrigerators, the motor car and countless other complicated civilian products as well as many complex tools of warfare for the defense of our freedoms.

As the nation spread westward, many of the companies that began business in Connecticut found that, because of increased transportation costs and other matters beyond their control, they were no longer able to meet competition from the middle west. But Yankee resourcefulness asserted itself and many of these companies are still in business,



IN THE PRESIDENT'S ROOM at Woolsey Hall, Cecil Brown, commentator and lecturer, talks with Rev. Edward E. Holohan, Governor Bowles and William A. Purtell, Association President (extreme right).

producing an entirely different line of goods.

At this half-way mark in the 20th century, and at a time when there seems to be more interest in the latest political handouts and scandals, baseball scores, race track winners and television programs, than in the performance of industry which makes most of these interests possible, your Association felt that it was time to pay tribute to the accomplishments of those who had shared the responsibilities of conducting Connecticut industries for periods of 50 years or more.

While all companies in the state have made a contribution to the welfare of the people in their respective communities, and to the state, and in many instances have made a real contribution to national and international welfare, those of you sitting before me who represent the industries which have been developing products, employing people, producing and selling tools for use by your fellow men, paying taxes to your local, state and federal government, and otherwise serving your respective communities and the state of Connecticut for periods of more than 50 years, should feel proud of the accomplishments of your companies. I know I am proud to have the opportunity of saying a hearty "well done" to each of you.

Time will not permit me to do justice to the real worth of the deeds of the founders, managers, inventors, production men, salesmen, accountants and others—workers all—who, through their vision and efforts, have managed to avert disaster for periods of 50, 75, 100 years and more, when the majority of companies fail during their first ten years. Together the companies we are honoring tonight employ approximately 202,000 people, or 56% of the present industrial employment of Connecticut and 27% of the total non-agricultural employment in the state. Their contributions toward the support of the welfare, educational and other public services rendered by their respective communities, the state and federal governments and to the insurance and retirement accounts of their employees are great.

These are the people who have contributed much toward giving Americans nine times more material blessings on the average than other peoples of the world, and in addition have lightened the burdens and improved the lot of hundreds of millions in other coun-

(Continued on page 43)



REPRESENTING THREE OF THE OLDEST COMPANIES in the 100 year group following presentation of the certificates by President Purtell. (Left to right) James A. Gould, president, Pratt, Read & Co., Inc., Ivoryton; J. A. Roberts, president, The Smith-Worthington Saddlery Co., Hartford; and A. C. Curtiss, vice president, Scovill Manufacturing Co., Waterbury.



REPRESENTING THE 75 YEAR GROUP, Richard L. Wilcox, president, The Waterbury Farrel Foundry & Machine Co., Waterbury; Stephen J. Ludwin, superintendent, The E. Horton & Son Co., Windsor Locks; G. Douglas Wiepert, president, The Merriam Manufacturing Co., Durham.



FOR THE 50 YEAR GROUP, R. D. Ely, vice president, Chase Brass & Copper Co., Inc., Waterbury; Samuel G. Payne, secretary, The Warner Bros. Co., Bridgeport, and D. C. Smyth, treasurer, The Henry G. Thompson & Son Co., New Haven, receive certificates.

Crossfire in Asia*

Excerpts from an Address Delivered at the Evening Session by CECIL BROWN,
Radio Commentator and Lecturer

EDITOR'S NOTE: To readers who feel the need of a lift out of the doldrums after reading Mr. Brown's evaluation of our dilemma, we suggest you read something about our nation's strength as outlined in Mr. Shields' address on page 19 at the luncheon session.

IT IS almost unbelievable that we should be gathered here tonight—five years after the end of a catastrophic war—only now to face the threat of another, far more catastrophic war.

That threat is grave and acute. It can be all-out, total, no-holds-barred fighting. Or, it can be a series of Koreas, a Thirty Years war, or a Fifty Years war.

Just five years ago tonight everyone of us wanted to settle down to what we felt we had certainly earned—peace and comfort and reasonable security.

We are now assured and guaranteed the opposite kind of existence.

For peace, as most of us think of the word, is most improbable in the foreseeable future. If it is not Korea, then it will be some other whirlpool that drains our resources and deals out death to young Americans in some almost unknown and horrible spot in which to die.

As for comfort, it is hard to imagine comfort when the sinews of our nation are being hardened by one emergency, one call to duty after another, in order to deal with this mad Twentieth Century.

As for security—what an evanescent word that is!—security is as shaky as anything can be in a world that is prepared to hurl atomic bombs, or even hydrogen bombs.

So, peace—and comfort—and security—so precious to us—are things of our youth—gone.

They have no part in our adult future—but what is infinitely more tragic—they have small part in the hopes of the youth of today....

No one can be an American right now without at once gaining, as a result of Korea, two convictions.

One is a new and pulsating pride and confidence in the future of our nation.

We showed a remarkable example of

our growing maturity—with our mental readiness to meet the challenge of aggression. It was a history breaking recognition of the face and menace of the enemy and what we had to do about it.

The second conviction is the opposite side of the same coin—for Korea showed that Soviet Russia is now on the physical march of World War Three and that we are terribly unprepared to meet it.

There's nothing very remarkable about that outgrowth of World War Two, because it is customary for us to make victory the aim in war instead of making our aim, peace after victory....

Western Europe has made remarkable strides in recovery in these past five years.

And for that, I think every American has a right to take great pride in the Marshall plan—without which, much of Europe today would be behind the iron curtain.

And now, while Europe struggles to walk after being beaten to her knees in World War Two, she must prepare for war—and we have a right to add—do far more than she is doing.

Europe, unhappily, must beat plowshares into guns—when she needs plows.

We, in this country, can produce both guns and butter.

For Europe, it is not so simple. And the less butter those countries produce—that is the less economic recovery and the social reform those nations create for their citizens—the less the will of the people of Europe to resist aggression.

We know that we have everything to fight for. Millions of people in Europe and Asia don't share our confidence—they feel too miserable, hopeless and cynical.

American foreign policy is made up of many spices—but, contrary to many impressions, it is not a witches' brew. American foreign policy is pretty much

what the American people have wanted it to be—and that goes for the controversial matter of China, too....

At the center of the crossfire in Europe is—Germany.

At the center of the crossfire in Asia is, at the moment, of course, Korea.

And the essential fact about one is the same as the other.

Russia is determined to have Korea, just as she is determined to have Germany.

We accepted our commitment to the Republic of Korea, and we are now carrying it out.

We cannot avoid the same commitment in Germany.

Those statements are easy to say.

To make good on them is quite another matter.

The dilemma we face is whether we can be invincible, or even merely strong—both in Europe and Asia at one and the same time....

★ ★ ★

As tragic as it is—as great as the odds are against us—we must win in Korea—even if we don't know yet what we intend doing with our victory.

It's evident that Korea is not the end of our troubles. It is the spring-board to bigger challenges and monumental decisions.

But Korea already has resolved many uncertain factors.

It converted the cold war into a hot war—thereby demonstrating the beginning of the new kind of war we probably shall be fighting for some time to come—other Koreas popping up here and there.

Korea showed that while Russia made some progress with her program of infiltration and subversion for conquest, she would not hesitate to use physical force.

Korea—and the reaction to it of ourselves and 52 other countries—saved the United Nations.

Korea, and America's reaction to it, brought new heart, new confidence in our ability to act, not only to Americans but to free people everywhere in the world.

But Korea also demonstrated that if

*No part of this digest of Cecil Brown's address may be reproduced without his permission.

we are going to promise to protect the independence and sovereignty of certain areas of the world, then we must have the military capacity to make good on our promise....

China fell to the communists, not because the Reds were so smart or brave, but mainly because the Chiang Kai-Shek regime failed to win the support of the masses of the Chinese people.

Back there in May, at Taipeh, capital of Formosa, Premier Chen Cheng, a quiet, thoughtful man, said to me:

"We did not have the confidence of the Chinese people. We did not deserve to have it...."

★ ★ ★

A rifle that is fired in Korea is heard in Europe.

For there's no real separation of the crossfire in Asia from the crossfire in Europe.

As yet, Germany is not a Korea—but the set-up is the same—for in Germany, the war with the Soviet Union is the most critical, the most dangerous.

Tonight, we're going into Germany—in a roundabout way—by way of Yugoslavia.

And the story of Yugoslavia better explains what we are doing in Germany....

Yugoslavia

Yugoslavia is one of those countries—now so numerous—where the laughter of people dies in their throats.

I did not see a SMILE on the face of a single Yugoslav.

Of course, Yugoslavia is one of the best breaks that we had in the former cold war with Soviet Russia.

Tito, by refusing to take orders from Moscow, became a boon to us, and a grave threat to Moscow, for Moscow has to operate on the premise that every Communist everywhere in the world says and acts precisely as ordered by Moscow.

So, through the Export Import Bank, we are extending Yugoslavia credit—we are bolstering Tito's regime.

And we have had rich rewards out of this program of expediency.

But what else have we done?

We have abandoned the moral and ethical principles for which we say we stand.

The more successful we are in our present policy in Yugoslavia, the more successful Tito becomes in imposing his tyranny on sixteen million people.

We are now committed in Titoland to making a communist dictatorship succeed....

★ ★ ★

Germany

Everywhere in Germany, the highest American officers said to me:

"Why shouldn't the Germans carry guns again? Where are we going to get the manpower to stop the Russians, if not in Germany?"

These American officers said:

"The Germans are good soldiers. They are disciplined. They love to wear uniforms. We need them. Now, Mr. Brown, you've got to be realistic about this."

Let us be realistic indeed. Of course, we need manpower—goodness knows we need it—but there are two great misconceptions about German manpower.

One, is the calm assumption on our part that German manpower wants to fight at all. And second, the assumption that the manpower would want to fight on our side.

I am all for re-arming Germany—if we can furnish the Germans with guns that are guaranteed to shoot only toward the East—not toward the West....

We could all agree that the Germans would be far better off with us.

But there's a powerful tug eastward for the Germans.

Everywhere I went in Germany I found among the people an arrogant nationalism. Part of that is to restore former frontiers.

The unification of Germany is not going to come about unless Russians give back the eastern territories that were handed to Poland.

And the Russians would hardly permit unification of a Germany that was not tied to Russia.

Then, there's the record of alliances between Russia and Germany.

There's a strong tradition among the German military that German's proper course always should have been military alliances with Russia—never with the west. In the dying days of the Third Reich, German generals bitterly condemned Hitler for ignoring Germany's real interests by attacking Russia.

German industrialists also could turn Germany toward Russia.

The hoggishness of German industrialists could be far better gratified in markets in Russia, and eastern Europe—and now Communist China—this vast area for their steel and finished

goods—than in the far more competitive markets of the West.

So German industry has the incentive to orient its economy toward Russia.

Even now, German industrialists in the Ruhr are subsidizing the Communist party.

Of course, the German masses detest the Russians—they hate and fear the Communists.

We have been far more concerned with getting Germany off the backs of the American taxpayers—making a good showing in the budget—than we have been in reforming the mind of the German.

That's a difficult job, I know, and we are not very effective salesmen of political ideas.

But now, right now, we are at the stage where we want—as our officers say—we need Germany as an ally against Russia.

And at such a critical moment, we have on our hands a German people who are, in the main, anti-democratic.

The tremendous risk is this—a German people who don't have the self-reliance of democratic thinking—who have been unchanged from the days of Bismarck, the Kaiser and Hitler—can be the tools of another demagogue.

The German militarists—and the German industrialists—the same crowd that ran things under Hitler—will hold increasing dominance in Germany.

They—now, and in the future, as in the past—will tell the German people whom to side with.

The German people were anti-communist and anti-Russian in 1939. Overnight, on orders from Hitler, they became the allies of the Russians, and the fanatical enemies of the West.

They can do it again, because the same crowd that feeds on dictatorship, will come more and more to run Germany....

I would like to see Germans in United Nations uniforms—volunteering to fight for decency. I would like to see that unique spectacle.

★ ★ ★

The Soviet Union will try to move into any spot where a situation of weakness exists.

It is our job to determine where we can be strong—and there, be strong.

Yes, that calls for titanic military strength—far, far beyond our present strength.

But it calls for more.

It calls for us to shun hysteria—to
(Continued on page 39)

Military Contract Profit Controls

By WALTER N. MAGUIRE and JOHN N. COLE, *Members of the Stamford Bar*

STATUTORY control of profit from military contracts has become of importance with stepped-up rearmament and increasing industrial mobilization. While until a few weeks ago businessmen in general were not greatly interested in this subject, it now concerns a steadily increasing number because of the current rearmament program. For this reason a discussion of profit limitations is appropriate at this time.

This article discusses both the profit limitation statutes as they are at the time of writing and changes that may result from proposed legislation.

What are the Profit Limitation Statutes?

Profits from military contracts are controlled by the Vinson-Trammell Act and the renegotiation statutes. The importance of the former has been greatly lessened by a statutory provision making the Vinson-Trammell Act inapplicable to contracts and sub-contracts subject to renegotiation. In view of this contraction of the scope of the Vinson-Trammell Act, a good approach to the subject is to see what comes under renegotiation and then to consider how much of the residue is subject to the Vinson-Trammell Act.

Peacetime renegotiation began with the Renegotiation Act of 1948, which was part of a military appropriation act. The renegotiation provision related originally only to contracts entered into under the authority of that appropriation act. Congress subsequently adopted the practice of making contracts and subcontracts entered into under later military appropriation acts subject to the so-called Renegotiation Act of 1948. This procedure has been confusing in that a number of separate statutes are involved. The matter is simplified by keeping in mind that the key statute is the Renegotiation Act of 1948 and that the others only serve to bring additional contracts within its scope.

Renegotiation Act of 1948

This Act provides the outline of the general principles of renegotiation and the bulk of the detailed rules must be sought in Regulations issued by the



WALTER N. MAGUIRE



JOHN N. COLE

Military Renegotiation Policy and Review Board. Copies of these regulations together with a list of renegotiable prime contracts (and supplements showing changes and additions) may be obtained from the Superintendent of Documents, Washington 25, D. C., for \$2.50.

The Act provides that all contracts in excess of \$1,000 entered into under the Appropriation Act of which it was a part and all subcontracts in excess of \$1,000 under such contracts, shall contain the so-called "renegotiation article," which is a clause to the effect that the contract or subcontract and subcontracts entered into thereunder are subject to renegotiation. The Act confers the basic authority to renegotiate contracts and sub-contracts required to bear the renegotiation article. Renegotiation is conditioned upon the receipt or accrual of at least \$100,000 from subject contracts or subcontracts in the fiscal year. The Act provides for certain mandatory exemptions from renegotiation but also permits the Secretary of Defense in his discretion to exempt contracts or subcontracts individually or by class.

The only important change in the pattern under the appropriation acts subsequent to the 1948 Act has been the application of renegotiation to *negotiated* contracts, as distinguished from competitive contracts, since July 1, 1950, the beginning of fiscal year 1950. Some realization of the significance of this distinction may be gained from the fact that 70% of the total dol-

lar volume of all military procurement in 1949 resulted from negotiated contracts.

It can be seen from the above that the coverage of the renegotiation legislation is very broad. Included are all subcontracts (under negotiated prime contracts) in excess of \$1,000 to make or furnish any article or perform any work necessary for the performance of the prime contract. Thus, an order for bearings for a motor for a pump for a plane ordered under a negotiated prime contract would be subject to renegotiation if such order and the higher tier subcontracts are in excess of \$1,000.

Such far-reaching application raises obvious problems as to the identification of subject items and cost allocation. The regulations deal with the latter subject and the required inclusion of the renegotiation article in contracts and subcontracts is aimed at the problem of identification.

While the law requires that a prime contractor and subcontractors notify suppliers of renegotiability by stamping such notice on their orders, such suppliers may not safely rely upon the presence or absence of such notice for the purpose of segregating their renegotiable business. The Regulations state that a contract or subcontract subject to renegotiation remains renegotiable even though the renegotiation article is omitted. One of the questions currently being asked by representatives of the Renegotiation Board in renegotiating 1949 business is whether the particular

seller segregated all renegotiable business or relied upon the presence of the renegotiation article on purchasers' order forms. The lists of renegotiable prime contracts and their numbers, which are available from the Board, as stated above, are intended to make possible the segregation of subject orders.

There remain for consideration the various exemptions from renegotiation. The mandatory exemptions included in the legislation are not of interest to manufacturers in general. They consist of the following:

- (a) Contracts between Governmental agencies;
- (b) Contracts and subcontracts for certain raw materials;
- (c) Contracts and subcontracts for certain agricultural commodities;
- (d) Contracts and subcontracts with certain tax exempt institutions;
- (e) Construction contracts awarded as a result of competitive bidding;
- (f) Subcontracts under exempt contracts and subcontracts.

There were provisions for similar exemptions in the wartime Renegotiation Act of 1944.

Some Connecticut producers may be interested in the raw materials provision which exempts "any contract or subcontract for the product of a mine . . . which has not been processed, refined or treated beyond the first form or state suitable for industrial use . . ." The Regulations define the state at which this exemption terminates as follows:

"In general a product will be considered to be an exempted product until it has arrived at its dispersal point, i.e., the point at which a substantial proportion of the product is used by the ultimate consumer, or by industries other than the industry of origin. The industry of origin includes not only the primary industry of extraction or severance, but also any processing, refining or treatment directly supplementing its extraction or severance or to produce one or more of the chemical elements or compounds present in it in the state in which it may be found in abundance in nature; but excludes other processing, refining or treatment to produce various end products for the ultimate consumer, or a substantial variety of products which vary materially in size, shape or content from the original product."

The most important exemption of general application is the exemption of so-called collateral items, meaning articles used in the processing of an end product or a part going into an end product, but not themselves going into the end product or such part. Such items as machine tools and handling equipment, and parts thereof, were ex-

empted by action of the Military Renegotiation Policy and Review Board.

Since the beginning of peace time renegotiation, industry has been critical of its application to items purchased for stock, known as "shelf goods," on the ground that because of the uniformity of such items, standardized production methods, well established costs and general keen competition, renegotiation is not required to keep profits within a reasonable range and therefore is not needed and that it is in fact a waste of time and money on the part of manufacturers.

The Renegotiation Board in April of this year gave recognition to the special circumstances of stock items, but in such a circumscribed way as to fall far short of what seems to be called for. By amendment to the Regulations the Board exempted "all subcontracts—which are for items customarily purchased for stock in the normal course of the purchaser's business, *except when such items are especially purchased for use in performing a contract or higher tier subcontract subject to the Renegotiation Act of 1948.*" Limiting the scope of this exemption in such manner does not seem to be consistent with the reasons for the exemption of stock items.

The Vinson-Trammell Act

The Vinson-Trammell Act, which dates back to 1934, applies only to naval vessels, naval aircraft and army aircraft and parts thereof. Only contracts amounting to at least \$10,000 have been subject to this Act. Whereas the extent of profit limitation under renegotiation is an individual matter, the legislation providing a number of considerations which govern the amount of allowable profit, the Vinson-Trammell Act specifies the profit limitations for subject contracts as 12% for aircraft and parts and 10% for naval vessels and parts.

As stated above, the scope of the Vinson-Trammell Act has been narrowed by exempting therefrom contracts and subcontracts subject to renegotiation. However, there has been left, under the Vinson-Trammell Act a residue of military contracts not brought under renegotiation. For example, the Military Appropriations Act of 1950 made only negotiated contracts entered into during fiscal 1950 subject to renegotiation. Some idea of recent methods of purchasing by the services can be gained from the fact that in 1949 the Air Force negotiated 92% of its purchase orders, the Navy 64%, and the Army 54%.

Relationship of Vinson-Trammell Act Profit Limitation and Renegotiation

The exemption of contracts and subcontracts subject to renegotiation from application of the Vinson-Trammell Act is provided for in the following language:

"Notwithstanding any agreement to the contrary, the profit limitation provisions of the Act of March 27, 1934 (48 Stat. 503, 505, The Vinson-Trammell Act) shall not apply to any contract or subcontract which is subject to the Renegotiation Act of 1948."

The above provision has given rise to several questions of interpretation as to which the authors have sought and received rulings from the Treasury Department, which administers the Vinson-Trammell Act.

One question raised by the provision for Vinson-Trammell Act exemption was whether there was thereby exempted from that Act contracts and subcontracts which were otherwise renegotiable except for the fact that the seller's receipts and accruals from such contracts would not amount to \$100,000 during the year. As pointed out above, a contractor is not subject to renegotiation unless the amount of his renegotiable business amounts to \$100,000 for the particular fiscal year.

The Treasury Department's answer to this question was that contracts and subcontracts, otherwise renegotiable, are exempt from the application of the Vinson-Trammell Act, regardless of whether the seller's receipts and accruals amount to \$100,000.

The consequence of this ruling is that some government contractors may be in the favorable position of being subject to neither the Vinson-Trammell Act or renegotiation, being free of the former because their military contracts are "subject to" renegotiation and being free of actual renegotiation because the total amount of receipts and accruals from renegotiable business during the fiscal year is less than \$100,000.

The Treasury Department was also asked to rule as to the status of contracts and subcontracts which have been exempted from renegotiation by action of the Military Renegotiation Policy and Review Board. The Department has taken the position that contracts or subcontracts which have been so exempted from renegotiation automatically become subject to the profit limitation provisions of the Vinson-Trammell Act.

(Continued on page 40)

IT'S YOUR FEDERAL GOVERNMENT!

By ROBERT L. JOHNSON, *President, Temple University, and Chairman of the Citizens Committee for the Hoover Report*

No. 2. Progress and Promise

WE have come a long way in the last year on the road to a "better government at a better price."

You and I can be glad today that the bipartisan Hoover Commission's report came out when it did. The report showed us that one dollar in ten of federal funds (and that's \$100 a year for the average family) is lost through duplication, overlapping and waste in the conduct of the government.

It showed us how \$4 billions a year could be saved while actually improving the government's service to the citizen. The first time I heard of some specific instances of this waste I could hardly believe them. But these findings were made by the 300 research experts of the Commission's task forces which had made impartial and unemotional surveys of the different areas of the government. You probably have heard of a number of these extravagances but even if you have they will bear repetition. Some of them resemble the work of children, or of some misguided, practical joker rather than that of responsible government officials. For example:

This is the case of the \$16,000,000 Alaskan army camp. The Army was finished with it, dismantled it, and shipped the lumber, at great expense, to Seattle. It chanced that the Department of the Interior needed lumber for an installation of its own. The Interior Department bought the lumber from the Army, loaded it into ships and finally erected it in a camp ten miles from its original site in Alaska. This seems to me the last word in duplication and waste.

This country produced 85,000 tanks during the last war. At the end of that war the Army statistics showed that 25,000 of these were still on hand. But the Army actually could account for only 16,000, leaving the fate of the other 9,000 a baffling question for the task force.



ROBERT L. JOHNSON

The average cost of a tank is \$250,000.

The confused jumble of agencies called the Department of Agriculture once replied to a farmer who had asked for advice about fertilizer by sending him five different and conflicting pieces of "information" from five of its bureaus.

Most people have heard that the postal card which the Post Office sells and delivers for one cent actually costs the government two and one-half cents, or about \$30,000,000 a year. If these cards were used, as originally intended as "the poor man's letter," it might make sense. But the fact is that 85 per cent of them are used for business purposes.

The Bureau of Indian Affairs has one employee for every 32 of the 400,000 Indians which are its ward, and yet a large part of the Navajo nation, comprising about 55,000 Indians is in such a state of finance that there is widespread malnutrition among them.

I won't oppress you with any more of such examples but there are thousands of them.

Since the Hoover Commission's report was published some 35 per cent of its recommendations have been enacted by Congress. Today, as a result, we have:

1. Greatly improved unification of the armed services.
2. A reorganization of the State Department which clarifies lines of authority and saves money by streamlining its foreign service.
3. A saving of millions annually by the creation of the General Services Administration, which replaces the purchasing activities of four other agencies and unifies purchase, inventory and records management of the government.
4. The Reorganization Act, under which President Truman submitted 34 plans for government reorganization, of which 26 have been accepted by Congress and only eight rejected.

All told at least \$1.25 billions a year has been saved by the legislation already passed. We have now coordinated budgeting which will prevent senseless duplication and, through the unification of the armed forces under the Tydings Act, we are entering this war with teamwork between the three branches of the military which in itself is of tremendous value.

So you see the Hoover Report has already justified itself. Yet we haven't even scratched the surface.

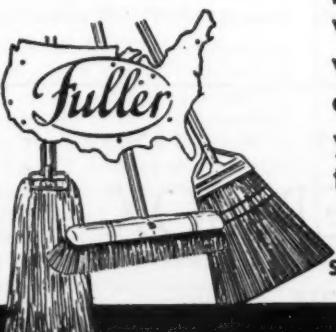
In subsequent articles we will see the possibilities of greater savings and great efficiency in government through the enactment of the other recommendations of the Hoover Commission.



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NEWS FORUM

This department includes a digest of news and comment about Connecticut Industry of interest to management and others desiring to follow industrial news and trends.

REPRESENTATIVES OF PUBLICATIONS and newspaper syndicate services that reach millions of readers visited the International Silver Company, Meriden, recently, to view the two new silver patterns just developed by the company.

Thirty-three magazine editors, newspaper and press association feature writers and radio representatives, toured the company's Wallingford plant and were guests at luncheon attended by President E. C. Stevens, Vice President Craig D. Munson, A. L. Zeitung, director of flatware sales, and other company officials.

One of the new patterns, "Blossom Time," is being acclaimed as the first pattern in sterling history to assure a balanced place setting. This is achieved through a shifting of the graceful line that sweeps the full length of the handle. The line, which breaks the surface into contours harmonizing with the form of the Gladiola, is to the right on the knife and spoon and to the left on the fork. Thus when the place setting is complete there is perfect balance of design.

The other pattern, "Brocade" is described as a "Richly ornamented and ultra-feminine pattern with delicate flowers and graceful unrestrained freedom of its scrolls."

PLANS FOR THE CONSTRUCTION of an \$80,000 factory addition have just been announced by The Holokrome Screw Corporation, Elmwood.

President William A. Purtell revealed that the addition was not occasioned by the present international situation, but that the firm had been cramped for space for the last two or three years because of normal expansion of production.

The addition, of masonry construction to conform with the present building, will be 160 by 81 feet in dimension.

★ ★ ★

AN EFFORT TO PROVIDE more work for the physically handicapped in the Hartford area is being made by the Hartford Committee for the Employment of Physically Handicapped. Factories in the area will be canvassed to secure work which can be done outside of the factories.

The committee is made up of James F. Clancy, Hartford Rehabilitation Workshop; Edward L. Crook, State Employment Service; Miss Jane Sokolov, director of the Rehabilitation Workshop; Vincent P. Hippolitus, Connecticut Committee for Employment of Physically Handicapped; Fred-

Cover Photo



THIS MONTH'S cover picture is an autumn hunting scene in Portland, Connecticut, photographed by Josef Scalyea.

erick T. O'Neil, Veterans Employment Service; Edward C. Swift, Bureau of Rehabilitation; H. Kenneth McCollam, State Board of Education of the Blind; Walter W. Theiss, Manchester Branch, State Employment Service; Edward C. Banfield, Hartford Foremen's Club; Walter P. Knauss, Manufacturers' Association of Hartford County; W. Watson Woodford, president, Employment Managers Club of Hartford; William P. Moran, Veterans Administration; Carl E. Lindstrom, managing editor, Hartford Times; J. W. Feldman, Greater Hartford Community Council; and M. Gilbert Hunter, Hartford Council of Churches.

★ ★ ★

CHARLES V. JAYNE has been appointed personnel manager of the Hartford Works of Underwood Corporation, according to an announcement by V. P. Schneble, works manager.

Mr. Jayne, who, in his new position, will direct employment and personnel activities, joined Underwood in 1943 as an expeditor in the production of the

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30 caliber M1 Carbine. He has served in various important positions in the company's plant, where electric, standard and portable typewriters are made, and was most recently general employment supervisor.

★ ★ ★

TO MEET THE URGENT DEMANDS of the armed forces for Pratt and Whitney Aircraft engines, the company has recently instituted a six-day, 48-hour week, it has been announced by William P. Gwinn, general manager.

More than 60 per cent, or 8,500 of the plant's 15,000 employees, were immediately affected by the change. Mr. Gwinn said that more employees will be employed by the plant gradually to fill out the second shift. An employment peak may be reached within 12 to 18 months with the addition of from 7,000 to 9,000 more workers.

★ ★ ★

TO MARK A QUARTER CENTURY association with the Bridgeport Brass Company, Bridgeport, Herman W. Steinkraus, president of the firm, and chairman of the board of directors, was presented with his 25-year pin.

Mr. Steinkraus joined the company in 1925 and served as sales representative in the Cleveland, Ohio area for a year when he was brought to the Bridgeport plant in the capacity of sales manager. Promoted to vice president in charge of sales and to membership on the board of directors, he became the company's general manager in 1941.

In 1942 he became president and four years later was named chairman of the board. He also heads the Exeter division in Exeter, New Hampshire, and the Canadian organization, Noranda Copper and Brass, Ltd.

★ ★ ★

D. HAYES MURPHY, president and founder of the Wiremold Company of West Hartford, recently observed his 50th anniversary in the manufacturing field. He was honored on the occasion by the firm's 325 employees at a buffet luncheon at the plant.

Representing all employees, Treasurer Louis S. Zahronsky presented Mr. Murphy with a television set in appreciation for his leadership through a history unmarred by any kind of labor dispute.

Mr. Murphy has been identified with the electrical industry since shortly after his graduation from college, when



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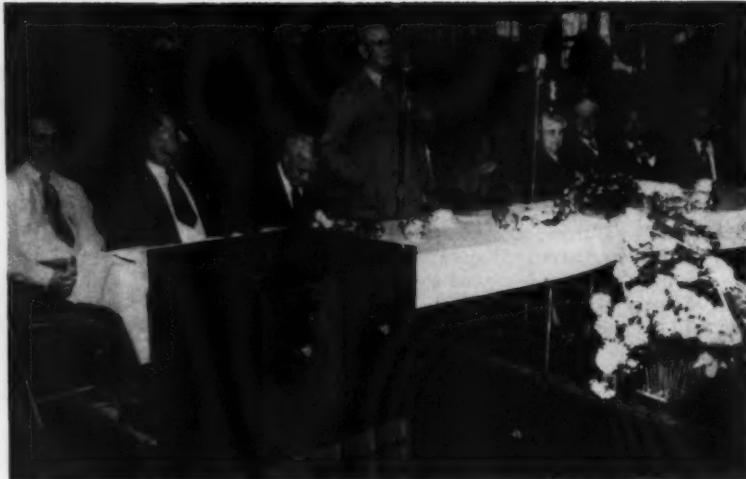
he became secretary-treasurer of the Richmond Electric Wire Conduit Co. of Milwaukee, Wisconsin, later known as the American Interior Conduit Co., original manufacturer of the zinc-coated rigid conduit.

In 1910 he became president of the firm and two years later, after several reorganizations, secured a controlling interest. The development of Wiremold surface metal raceways and fittings, a wiring system for light, power and telephone, was accomplished soon after, and the plant was moved to Hartford in 1919.

The company now manufactures a variety of products including wiring systems, auto cable housing, air duct and defroster hose and multi-outlet assemblies.

Mr. Murphy's progressive labor-management was given wide recognition last year when he was the first management man to receive the McAuliffe Medal for distinguished service in the field of industrial relations.

Prominent in the civic and business life of the community, he is a director of the Greater Hartford Community Chest, Phoenix State Bank and Trust Company and St. Francis Hospital. He is a trustee of the Hartford YMCA and chairman of its industrial committee.



PRESENT AT THE LUNCHEON honoring D. Hayes Murphy, president of The Wiremold Company, Hartford, on his 50th anniversary, were left to right: Gebhart Schack, chairman of the Wiremold Foremen's Club; Edmond G. Goulet, vice president of Local 1040, I.B.E.W.; Louis S. Zahronsky, company treasurer; Mr. Murphy; Charles E. Rutherford, manager of the textiles division, Mrs. D. Hayes Murphy; Walter J. Kenefick, international representative of the I.B.E.W., A.F.O.L.; William D. Ball, company secretary; and Morris Johnson, business manager of Local 1040.

★ ★ ★

THE ELLMORE SILVER COMPANY, Meriden, has recently completed negotiations for the purchase of

a five-story, brick building formerly occupied by the General Electric Co., in which will be located several of the concern's subsidiaries.

President I. Albert Lipman revealed that the principal purpose of acquiring the old G. E. plant will be to get ready for defense work, and that after extensive alterations, a force of at least 100 will be hired immediately. The companies to occupy the plant are W. and S. Blackington Company, a Meriden branch of the Amston Silver Company and The Laconia Engineering Company.

★ ★ ★

AT THE 31ST ANNUAL BANQUET and employees' recognition program of the Wallace Barnes Get-Together Club held recently at Lake Compounce, President Fuller F. Barnes disclosed to nearly 600 employees that increasing growth of the Associated Spring Corporation has resulted in additional expansion of non-local facilities.

Mr. Barnes told the firm's veteran employees that the largest item on the expansion program is the transfer of the Detroit plant to Plymouth, Michigan where 50 acres have been purchased and where a plant with 150,000 square feet of floor space will be erected. He also revealed that a new plant will be opened in Milwaukee the first of the year in space which will be leased.

Watches to ten 35-year employees were presented at the banquet by Er-

workshop for sales planning . . .



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nest L. Goff, general manager of the Bristol division of the corporation, while Harry C. Barnes, first vice president, presented service pins to 25-year and 15-year employees.

★ ★ ★

WITH THE PUBLICATION of bulletin 215, The Cushman Chuck Company provides descriptive and technical data on the new Cushman Power Wrench and control equipment now available for application to single spindle machine tools.

The maker states that with this type of equipment the advantages of power chuck operation become available to a much wider range of users and at a competitively low investment cost. Design of the units is such that normal tooling is not interfered with and the operator retains full view of his work with all controls in normal position. Simple standard push-button controls control the power wrench, available with either full automatic or manual chuck indexing.

★ ★ ★

THE PRESENTATION of a special 75-year service award was the featured event at a recent outing held by Ensign-Bickford Company, Avon, for its employees. The award, the first 75-year award ever presented by the concern, was presented to Thomas McCollum by J. Kell Brandon, president of the company.

Mr. Brandon also presented a clock-barometer to Leon Edgerton, foreman at the Avon plant, as a 50-year award.

The day's activities included various sports events, dinners, amateur contests and music by the Down Homers. The annual show of the E-B Garden Association was held in conjunction with the outing.

★ ★ ★

HARTFORD-EMPIRE COMPANY, Hartford, has recently purchased from Rockwell Manufacturing Company, Pittsburgh, the manufacturing plant and business of Rockwell's V and O Press Division and the business of Rockwell Packaging Machines, Inc., it has been announced.

Both businesses have operated at the V and O plant near Hudson, New York, where Hartford-Empire will continue manufacturing the line of mechanical presses, which supplement the automatic presses offered by the Henry and Wright Division of Hartford-Empire. Rockwell packaging machines



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Factory at

NEW HAVEN

will be made by and sold through the Hartford firm's Standard-Knapp division in Portland.

The purchases include about \$1,000,000 in orders, which will be filled by the new owners, and net current assets of approximately \$750,000 in cash, accounts receivable and inventory.

★ ★ ★

THE TAYLOR AND FENN COMPANY, Hartford, will dispose of its manufacturing facilities for various lines of products and other assets and will hereafter confine operations to production of gray iron castings. The company recently disposed of its plant on Arch Street and has in construction a new plant in Windsor to cost about \$500,000.

The company has engaged in production of machine tools, special machinery and special machine work and in the liquidation of this phase of the company business 75 or 80 employees will be released.

Taylor and Fenn Company has operated under that title since 1907 when it acquired the foundry business of the Phoenix Iron Works Corporation, which was established in 1834.

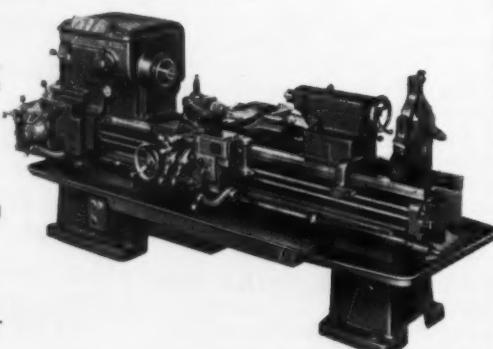
★ ★ ★

A NEW PRODUCT for the rapid stripping of nickel, tin, lead and chromium from copper, brass and other copper alloys without attack upon the base metal has been developed by Enthone, Inc., New Haven.

The work to be stripped is immersed in an acid solution containing Metal Stripper N-165 and rapid removal of nickel and the other metals mentioned is accomplished. The process is said to be ideal for removal of nickel from bulk plated work as well as heavier plated objects, such as percolators, flashlights, plumbing goods and other items made of copper.

The new stripper is supplied as a neutral powder, safe to handle and easy to use.

★ ★ ★



LODGE & SHIPLEY 20" X 54" MEDIUM DUTY LATHE

Hartford Special Machinery Company, Hartford, Conn. recently purchased one with 126" center distance.

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A YEAR WITHOUT A LOST-TIME ACCIDENT has placed the Hartford and East Hartford plants of the Union Drawn Steel Division, Republic Steel Corporation, in first place in a nationwide contest.

The division tied for first place in the metals section of the annual competition sponsored by the National Safety Council. Competing with 59 light fabricating plants which had an average of

nearly six accidents per million man-hours, the Hartford plants scored a perfect .00.

National Safety Council figures show the 735 competing plants of the metals industry were among the safest places to work in all industry. Almost two billion man-hours were worked during the contest with an accident frequency of 5.35. This is a reduction of 12 per cent from last year's contest.

★ ★ ★

THE COMMON STOCK of Pitney-Bowes, Inc., Stamford, recently became the 1,475th stock currently listed on the New York Stock Exchange.

Previously enjoying trading privileges on the New York Curb Exchange, Pitney-Bowes common was admitted to Stock Exchange trading under the ticker symbol "PBI."

"In this move from the Curb to the Stock Exchange," Walter H. Wheeler, Jr., president of the firm, said, "the company's performance and growth will become better known to a wider public, thus facilitating future financing and the expansion of job opportunities in Stamford and at our branches throughout the United States and Canada."

★ ★ ★

RODNEY CHASE, vice president in charge of public and industrial relations for Chase Brass & Copper Co., Waterbury, and T. I. S. Boak, president of Plume & Atwood Co., have been named members of the committee on cooperation with community leaders for the National Association of Manufacturers by Claude A. Putnam, NAM president.

According to Mr. Putnam, members of the committee will "work closely with educators, clergymen, youth lead-

ers, to advance civic interests and encourage a more alert citizenship and wider participation in government."

★ ★ ★

A NEW LOW-COST electric folding machine, simple enough to be operated by any office worker, yet versatile enough to serve as an auxiliary in printing shops, has been introduced nationally by Pitney-Bowes, Inc.

Capable of performing eight basic folds from a radio dial type of setting called the "Dial-a-Fold," it will put two parallel folds in an average sheet at 10,000 per hour, feeding and stacking from the same end of the machine, thus saving footwork and conserving office working space.

The new Model "FM," as it is known, puts the Stamford firm in the folding machine field for the first time and adds another product line to the company's rapidly growing list of mailing and business machines.

★ ★ ★

NICHOLAS A. WELCH of West Hartford, has been elected chairman of the Hartford Section, American Society of Mechanical Engineers for the 1950-51 season. The other officers of the Society are W. E. Loomis, American Hardware Corporation, 1st vice chairman; Dwight Douglass, Hartford Electric Light Co., 2nd vice chairman; and Miss Hope Wohnus, Pratt & Whitney Aircraft, secretary-treasurer.

The Hartford Section will continue the educational development program started last year by the continuation of an Engineering handbook presentation to the outstanding graduate of each of the three local engineering institutions. The program will be further expanded this year with the organization of a

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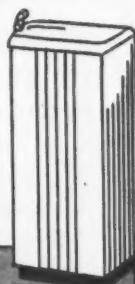
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panel of vocational guidance speakers, active in the engineering field, for use in the engineering institutions and high schools in this area.

Under the direction of Mr. David Fisher, professor at the University of Connecticut, Storrs, and Dwight Douglass, Hartford Electric Light Company, as co-chairman of the program committee, the section is scheduling a program of technical meetings for the fall and winter season which the public will be invited to attend.

★ ★ ★

A MAMMOTH BASEBALL SHOW
for boys between the ages of 6 and 16 was sponsored recently by the Footwear Plant, United States Rubber Company.



A SMALL PART of the baseball show audience are shown standing by as projector is rethreaded and Harold Goodnough answers questions.

Naugatuck. The show was held at the Salem Theatre and featured Harold E. Goudnough, scout for the Boston Braves Baseball Club of the National League, who presented an interesting program lasting approximately three hours.

Included on the program were the very latest baseball moving pictures. Peter Paul, Inc., Naugatuck, gave candy bars, and the Naugatuck Dairy Ice Cream Company gave ice cream cups to every boy attending the show. In addition, the Footwear Plant gave each one a balloon and a copy of the famous U. S. Keds Handbook of Sports and Games.

★ ★ ★

AS AN OUTGROWTH of the present military crisis and as a safeguard

for its customers, the Yale & Towne Manufacturing Company, Stamford Division, has announced a new manufacturing program calling for concentration of production on volume locks and other builders' hardware items for the most effective use of critical metals.

The Division's general manager, Milo F. McCammon, stated that the new production program "should make available not only an adequate supply of stock Yale locks and hardware for retail shelves, but also a favorable volume of builders' finishing hardware for our customers who supply the building market."

He also stated that the new program of hardware production would help Yale & Towne to use metals more effectively.

tively "a consideration which will be extremely important in the event that there should be further limitation on such raw supplies for civilian production."

★ ★ ★

THE BOARD OF DIRECTORS of Chase Brass & Copper Co., Inc., Waterbury, has elected Robert L. Coe to the position of chairman of the Board, and Richard C. Diehl, former general manager of the Steubenville, Ohio plants of Wheeling Steel Corporation, president.

Mr. Coe began his business career with Chase on July 1, 1917, and, after spending several years in the mills, joined the sales force, later becoming vice president in charge of sales. He became president on January 1 of this

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year. He is a native of Waterbury and a graduate of Cornell University.

Mr. Diehl has spent his entire career in the steel industry. He was born in Defiance, Ohio, and is a graduate of Ohio State University with the degree of Bachelor of Metallurgical Engineering. He spent seven years with Armco Steel Corporation at its Butler, Pennsylvania, and Middletown, Ohio, plants. He has been associated with Wheeling Steel Corporation for fifteen years.



RICHARD C. DIEHL

MRS. AUDREY HEUSSER, former Ansonia newspaper woman, and well known in Connecticut industrial publication circles, has been appointed editor of Winchester Life magazine, monthly employee publication of Winchester Repeating Arms Company division of Olin Industries, Inc. The announcement was made by Robert I. Metcalf, director of industrial relations.

Mrs. Heusser succeeds John J. Curran, who has resigned the post to enter the University of Connecticut, where he will major in economics.

★ ★ ★

H. M. HORNER, president of United Aircraft Corporation, East Hartford, told the Dallas Personnel Association, Dallas, Texas, that the American industrial foreman of today has to be in effect "a manager, a cost accountant, an engineer, a lawyer, a teacher, a leader, an instructor, a disciplinarian, a counselor, a friend, and an example."

Citing the modern requirements in skills, Mr. Horner said, "There is nothing in this list to indicate that the foreman should be a skilled machine operator, set-up man, trouble shooter or general shop handyman. Some of these he may have to be momentarily at times, but in general he has experts in

these fields constantly at his disposal. I think we can justifiably say, therefore, that everything a foreman does depends to a greater or lesser degree upon his ability to maintain a satisfactory personal relationship with a number of other people . . . even more than his technical knowledge or mechanical skill."

"Generally speaking all of us—employee and management—are seeking the same thing—namely the continuation of our form of government and the creation of an industrial society which the worker likes and in which he can and will believe. To attain this objective the worker must understand how our system operates.

"Our greatest problem," Mr. Horner said, "is the problem of communications. Management must carry to the worker the true facts of how our industrial, economic and political system operates; of how vital it is that it be continued—improved, yes, but not thrown overboard for some untried experiment in 'do-gooding'."

★ ★ ★

LAPOINTE PLASCOMOLD CORPORATION, Unionville, has recently purchased the plant of The Medlicott Company of Windsor Locks. The company manufactures television antennae and accessories.

Jerome Respass, president of the Unionville concern, has revealed that production will get underway in Windsor Locks about the middle of next month, and that approximately 200 persons will be employed. It is expected that the company will also continue to operate its Unionville plant.

★ ★ ★

THE HORTON MANUFACTURING COMPANY of Bristol, Connecticut, for more than sixty years makers of quality sporting goods bearing the "Bristol" trade-mark, has changed its name, effective October 1, to The Horton Bristol Manufacturing Company in order to better identify its product with the name of the company.

★ ★ ★

E. PAYSON BLANCHARD and Ross T. Phipps, sales manager and purchasing agent, respectively, of the Bullard Company, Bridgeport, have recently retired.

Thomas H. Wilbur, a chemical engineer, has been named purchasing agent.

Mr. Blanchard, joined the Bullard company in 1920 as an engineer and later became advertising manager and assistant sales manager. He has been

connected with the New England Council in the field of economic research. He was a director of the National Industrial Advertisers Association and was chairman of the production advisory committee of the Society of Automotive Engineers.

★ ★ ★

SPECIAL RECOGNITION to five employees featured the annual "Old Timers" dinner of the Star Pin Company, on the occasion of the company's 84th anniversary of its incorporation.

Vice President Dean A. Emerson presented a 50-year diamond mounted service pin to William J. Piper; a 35-year pin and a wrist watch to Clarence L. Moulthrop and Andrew W. Coyne. Katherine C. Ireland, who has passed the 25-year service mark, was not present at the dinner to receive her service pin.

Signing of the "Freedom Scroll" and the enjoyment of moving pictures completed the evening's entertainment.

★ ★ ★

LEONARD E. BEES has been appointed vice president in charge of manufacturing of the Trumbull Electric Mfg. Co., Plainville, according to an announcement by E. T. Carlson, president. He has served as manager of manufacturing since August, 1949.

In his new position Mr. Bees will be responsible for the formulation of manufacturing policies and the conduct of all activities directly related to the manufacturing, packing and shipping of products at all company locations.

Before joining Trumbull, Mr. Bees was associated with Telechron, Inc. for more than 20 years.

★ ★ ★

THE APPOINTMENT of Albert C. Bielitz as treasurer and a director of M. H. Rhodes Corporation, Hartford, was announced recently.

A graduate of Northeastern University, Mr. Bielitz served nine years with the Bureau of Internal Revenue, before which he was chief accountant for Bigelow-Sanford Carpet Company.

★ ★ ★

SIX BUSINESS FORUMS on "How Business Operates" have been scheduled by the Stamford-Greenwich Manufacturers Council. The meetings are being held in the auditorium of the Connecticut Power Company, Stamford.

Richard Russell, Chicago economist, is conducting the discussions on these



AN EXHIBIT of some 500 products containing brass produced by the Bristol Brass Corporation was one of the most interesting points visited during the Open House. Top photo shows the exhibit. (Center) Hot metal being poured into continuous casting machine. In the bottom photo Harold A. Cook, plant personnel manager, looks over display of currency in use in 1850 when Bristol Brass was founded. The currency exhibit was furnished by the Chase National Bank of New York.

IN CELEBRATION OF ITS 100TH ANNIVERSARY, the Bristol Brass Corporation, Bristol, held "Open House" recently, attracting 4,283 visitors.

The visitors were conducted on guided tours and refreshments were

served throughout the day.

Another feature of the celebration was an outing at Lake Compounce for 1,600 employees of the company. Service pins were presented to veteran employees by Board Chairman Albert D. Wilson.

THE POND'S EXTRACT COMPANY of Clinton, Connecticut, received the American Legion Award for its record of employing the physically handicapped at a recent state-wide meeting in observance of "National Employ the Physically Handicapped Week" held at Bushnell Memorial under the sponsorship of the Connecticut Committee for the Employment of the Physically Handicapped.

In accepting the award, Sydney A. Finer, Vice President of Pond's Extract Company, said that it had been the policy of his company for many years to give the physically handicapped an opportunity to take care of themselves. In no instance he said, did anyone with a physical handicap ever take advantage of the fact that they had gotten any preferred attention from the company. He stated further that although the company has a pension system, it does not forcibly eject any worker from employment when he attains age 65. Rather, the company suggests that the employee make up his mind whether he wants to retire fully or still remain a part of the organization by working part-time. The feeling that they are still wanted, Mr. Finer concluded, is a great factor in keeping the people beyond the retirement age alive and in good health for a longer and more useful period.

Some of the other speakers included on the program were: John L. Connors, Chairman of Connecticut Committee for the Employment of the Physically Handicapped and Assistant Manager, Veterans Administration; Joseph M.

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Tone, International Representative, International Association of Machinists; Dr. Denis S. O'Connor, President, Connecticut Rehabilitation Association; Weldon P. Monson, Director of Industrial Relations, Yale & Towne Mfg. Co., and Chairman of the Stamford Committee for the Employment of the Physically Handicapped; and Robert O. Stevens, Chairman, American Legion Employment Commission, Department of Connecticut.

The first American Legion Award was presented in 1947 by National Commander James F. O'Neil to William A. Purtell, President of the Holo-Krome Screw Corporation, West Hartford. The second award, in 1948, was presented by Arthur J. Connell, National Executive Committeeman for Connecticut of the American Legion, to Frank Lombardo of the Electrical Insulation Corporation of Willimantic. In 1949 the third award was presented by American Legion Post Department Commander Joseph G. Leonard to Joseph J. Morrow for Pitney-Bowes, Inc., Stamford. Both Mr. Lombardo and Mr. Morrow were present at the meeting and took a bow at the request of the chairman for their constructive programs in connection with the employment of the physically handicapped.

Crossfire in Asia

(Continued from page 25)

avoid many evidences of totalitarianism here at home where accusation has become the same as conviction.

For Americans to suffer from hysteria in this hot war denies us the cool coherent thinking—without which, we do not have a prayer.

And, now, above all, we need friends! We cannot falter in fostering—with all our might—the basic desires of people for human freedoms—individual economic and social rights and the dignity that should be the proud heritage of human beings . . .

The people of the world are also in revolt against poverty and misery. We are not going to meet that revolt by being anti-communist or even anti-Soviet imperialist. In order to have people on our side—they have to feel that we are their real friends. They will get a better sense of that if the Western World can undertake a dynamic and inspiring program of social and economic reforms . . .

We cannot match the Russians and the Soviet world in combat manpower.

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We must depend on better weapons and more of them. Above all, we must have people who are the devoted, even the fanatical supporters of the principles for which we must stand—the principles of decency and human rights.

The struggle goes on everywhere in the world. But the fight is not just between the East and the West—or between Soviet Imperialism and Western Democracy.

The real battle is between those who believe in humanity—against those who despise humanity. . . .

I think it's a challenge we can accept.

The financial, physical, mental and moral burden that we take on to safeguard our physical beings—yes, our integrity, but above all, our precious and irreplaceable American and democratic freedoms.

Not one of us would want to resist that challenge to battle for the rights of humanity—and, not one of us could resist it.

And in this fight, God be with you.

Fifty Years of Progress at Sprague Meter Co.

(Continued from page 7)

Much of the experimental work is still carried out in conjunction with customers of the firm. The combination meter and regulator, for instance, was conceived by the San Diego Gas & Electric Company, and developed for manufacture by Sprague Meter. Through the use of this combination unit, gas companies have saved thousands of dollars annually in changes from low to intermediate or high pressure changes. The Sprague Meter Company is the sole producer of the combination meter and regulator.

Community Relations

Participation in local and national affairs has always been deemed of utmost importance by the company. Funds for distribution to the March of Dimes, Cancer Fund, Red Cross, Heart Fund, the Community Chest and other worthy charities are collected through a voluntary pay-roll deduction plan. The fund is administered by a joint committee of factory and office employees.

Every year Sprague Meter engineers lecture at short courses in gas measurement and control at the University of Oklahoma, University of West Virginia, Iowa State College and several other educational institutions.

When the University of Bridgeport opened its fund drive, the company presented a sizable check to them, earmarked toward the construction of a new engineering building.

To bring the complete story of Sprague Meter before the public, the firm sponsored an "Open House" for employees and their families in June. The celebration commemorated the firm's 50th anniversary in business.

Over 2,000 guests flocked to the plant, located in Bridgeport at 35 South Avenue, to participate in the largest affair of its kind ever held in Bridgeport, the industrial capitol of Connecticut.

Civic, industrial, educational leaders from the surrounding area, editors of technical journals and representatives from many utilities throughout the United States also attended the celebration.

Military Contract Profit Controls

(Continued from page 27)

The Vinson Renegotiation Bill

Representative Vinson has introduced in Congress a sweeping statute based in large measure upon the wartime Renegotiation Act of 1944 and in some respects more severe than that Act. Adoption of legislation stemming from this bill would impose a new set of rules upon business, which would, however, in many respects duplicate those under which business has been operating.

In case of any such revision, renegotiation would continue under the provisions now in effect as to contracts and subcontracts under which amounts had been received or accrued prior to the effective date of the new legislation.

Some of the most important provisions of the new bill are:

1. All contracts for procurement by the military service departments (Army, Navy and Air Force) and the General Services Administration, and subcontracts thereunder, would be subject to renegotiation. There would be no exclusion of orders for \$1,000 or less or of competitive bid contracts.

2. The bill contains no mandatory exemptions other than the exemption of contracts by a department of the government with any agency of the government or with any territory, possession or state, and the exemption of an agricultural commodity in its raw or natural state.

It may be YOU



Yes, Y O U—you stand a very good chance of being accidentally injured or disabled by illness before you're one year older. And right now, before it happens, is the time to make a decision.

*Are you willing to take a chance that it will always be the other fellow, or
Can you set aside enough money to pay a stack of costly hospital and doctor
bills, just in case, or*

*Do you think it might be wise to invest in a Travelers Accident and Sickness
policy that will pay the bills and guarantee you a weekly income should you be
accidentally injured or laid up by illness?*

The common sense decision is to protect yourself and your earnings with adequate Accident and Sickness Insurance. Consult any Travelers agent for details. He can show you quickly how little it costs to own this essential type of insurance.

The Travelers Insurance Company
Hartford, Connecticut

BUSINESS PATTERN

A comprehensive summary of the ups and downs of industrial activity in Connecticut for the thirty day period ending on the 15th day of the second previous month.

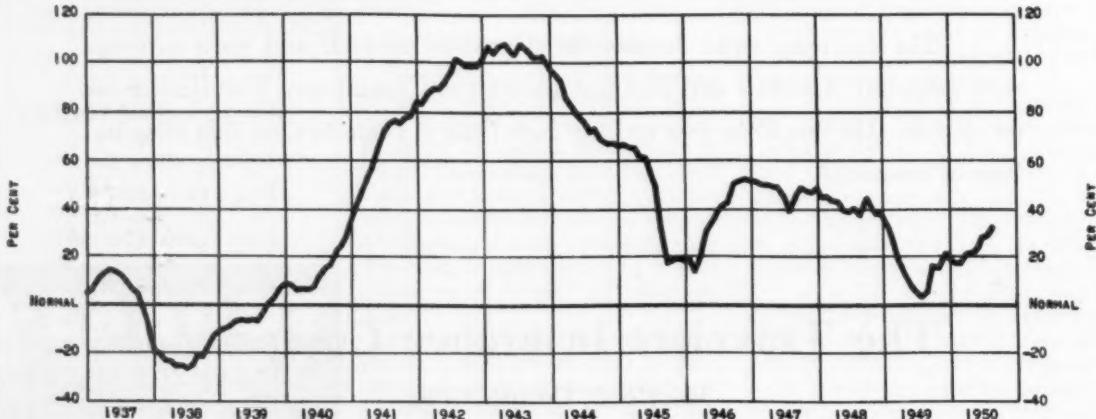
In August the index of general business activity in Connecticut rose five percentage points to an estimated 33% above normal. This is the seventh consecutive monthly increase and places the index fifteen points above the standing at the beginning of this year. The current advance is due principally to the increasing demands placed upon manufacturing concerns by civilian and military buying in connection with the Korean war. Vacation shutdowns, which normally take place in August, were somewhat curtailed this year in order to speed up production schedules. Construction activity at an all time peak, cotton mill activity the best in nearly eight years, and freight shipments the heaviest in over a year and a half, all contributed to the present favorable standing. Reports from around the country indicate that during recent months economic development in other areas has followed a pattern similar to ours. The United States index of industrial activity ad-

vanced slightly in August to an estimated 33% above normal.

The index of manhours worked in Connecticut factories is estimated at 35% above normal in August, an increase of five percentage points over the preceding month. The manhour index is now thirty points above a year ago. The following figures show the changes which have taken place in employment, hours worked, weekly earnings and basic hourly earnings in this state during the past year:

	Manufacturing Employment	Average Hours Worked	Average Weekly Earnings	Basic Hourly Earnings
1949				
August	325,000	38.2	\$52.32	\$1.37
September	336,000	39.9	54.77	1.37
October	344,000	40.3	55.15	1.36
November	347,000	40.4	55.78	1.37
December	349,000	40.6	56.07	1.37
1950				
January	348,000	40.0	55.29	1.38
February	350,000	40.4	55.92	1.38
March	354,000	40.6	56.56	1.38
April	357,000	40.6	56.69	1.39
May	359,000	40.8	57.07	1.39
June	363,000	41.1	57.74	1.39
July	361,000	41.4	58.36	1.39
August	374,000	42.2	60.27	1.39

GENERAL BUSINESS ACTIVITY IN CONNECTICUT COMPARED WITH NORMAL



The gain in total manhours worked during the last twelve months has resulted from substantial increases in the number of persons working and in the average hours worked per week. Average weekly earnings have risen throughout the past year, due chiefly to the increase in average hours worked per week with only a slight advance in basic hourly wage rates.

The August index of manufacturing employment in Connecticut factories advanced to 31% above normal. The employment index has shown a steady rise since July of last year. This upward trend is illustrated in the above figures which show an increase of 49,000 or 15% in manufacturing employment in this state in the past year.

The index of construction work in progress is estimated at 110% above normal in August. This is the highest level of construction activity in the history of the index, exceeding both the war and early post-war peaks by considerable margins. The volume of building contract awards remained relatively heavy throughout the first four

post-war years. During that period, residential building awards averaged about 1,100,000 square feet of floor space per month and non-residential 600,000 square feet. In the first three months of 1950 the volume was somewhat below this average but in the past five months the awards have been abnormally high, with residential averaging 2,300,000 and non-residential 1,000,000 square feet. Residential building has held at a uniformly high level through all five months. Non-residential did not increase noticeably until the months of July and August when there was a sharp advance in industrial building awards following the outbreak of the Korean war.

During the first eight months of 1950 more new corporations were formed in Connecticut than in the corresponding period of 1949. The "Commercial Record" reports the establishment of 1,033 new concerns this year compared with 893 a year ago. Business failures, which have been on the increase throughout the past three years, continued to rise in the first eight months of this year as 388 were recorded against 339 in the same period of last year.

Prices have moved steadily upward during the past five months. The Bureau of Labor Statistics' wholesale commodity index rose from 152 (1926=100) on April 15 of this year to 162 at the middle of July and then advanced to 168 by September 9. The Bureau's consumer price index increased from 167 (1935-39=100) on April 15 to 173 at mid-July, the latest figure available.

The Human Factor—Key to Business Success

(Continued from page 23)

tries. In doing this, they have helped mightily to bring reality to the vision of progress of the founders of our national experiment in human freedom.

This is hardly a proper group to be exploited by government at any level whenever political expediency seems to dictate. But unless the present trend toward greater controls and higher taxation, excepting, of course, in times of dire national emergencies, is stopped

and even reversed, then I fear many of our older companies will not be operating at all 50 years hence, except possibly as government-owned companies. . .

I am a firm believer in our competitive enterprise system. But I know that this system, which has made America strong, demands our continuing best. You may have been in business for fifty or one hundred years and been successful, but if you temporarily fall behind your competition in price, design, styling or any one of a dozen other factors, the public is completely justified in refusing to buy your product, even though this may mean that your company fails and your investment is wiped out. Yes, the competitive enterprise system makes it possible for a person with an idea, backed up by courage, foresight, determination and a willingness to work, to make a fair profit. And that same system which allows a person to start in business and make a profit renders it possible for him to "lose his shirt" when he fails to satisfactorily perform his function of service to the public.

In the progress and decline of nations there is always a time lag between cause and effect. Much the same is true in a state, a company or in the life of an individual. The progress we have made as a nation, in the state of Connecticut and in these older companies we are honoring here tonight, has come about

because of what was happening in the minds of men and women connected with them at some previous time.

Looking to the future the progress in the years ahead for this country depends on our thoughts and actions today. The same is true in Connecticut, and, excluding excessive governmental interference, it is also true of the future of our industries. So it is important that we know what is going on in the minds of our younger people who will be at the helm of government and our businesses 10, 20, 30, 40 and 50 years hence.

For the immediate future we need to find out what is in the minds of our candidates for public office to see if they are self-reliant believers in competitive enterprise that has for its purpose the maintenance of freedom for the individual citizen and the incentive of reward beneficial to the public. For the long pull, we need to educate our young people on the things that have been responsible for our past progress.

If we fail to impress our future representatives with the need to create a governmental atmosphere at state and national levels which will permit us to continue our progress as in the past, and likewise if we fail to pass on this information to our youth, then we shall deserve to disintegrate as an industrial state and collapse as did the Greek, the Roman and Spanish empires and some 13 other civilizations.

MACRAE'S "Punch" has High Proof!

We know of no higher proof of MacRae's punch than the constancy of its advertisers over the last half-century. An analysis of the 57th Edition (1950) discloses that 71% of them have used this effective medium from 5 to 50 years. The breakdown below reflects the value of consistency in directory advertising as evidenced by more than 2500 leaders of American Industry.

100 PROOF FULLY-AGED ADVERTISERS

- 13 1/2% Twenty-five years or older
- 10% Twenty to twenty-four years old
- 12 1/2% Fifteen to nineteen years old
- 12% Ten to fourteen years old
- 23% Five to nine years old
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BUSINESS TIPS

from

School of Business Administration
University of Connecticut

Use of Trading Areas in Establishing Salesmen's Territories*

HOW can marketing costs be reduced? The impact of this question is being felt today, perhaps, as never before, since the "break-even" points in many businesses are at high levels with the possibility of even further rises. While cost-reduction studies have been made in most fields of marketing, the division of the selling task by territories is a part of sales management which has often received too little consideration. A selling program ignoring a thorough knowledge of sales territories is likely to be costly. The development within recent years of the trading area concept provides the sales executive in certain lines with a sounder basis for planning sales territories and assigning them to salesmen. Trading area studies are innovations that may be utilized for achieving selling economies.

Before establishing sales territories, a choice must be made as to the geographical unit on which the territories shall be based. The most common bases are: (1) the state unit, (2) the county unit, (3) the city unit, and (4) the trading area unit. The choice of bases is often determined by the necessity of using available published data. While each base is pertinent for given types of distributors and products, the purpose of this article is to indicate the feasibility of the trading areas as bases for districting salesmen's territories. Trading area bases have been found to be particularly effective for sellers of jobbing lines, such as foods, drugs, hardware, and the like. Roughly speaking, trading areas are more useful to companies distributing consumer goods through wholesale and/or retail outlets. A trading area is a key wholesale

or retail trading center plus the surrounding district from which the center draws trade.

Trading area territorial bases are increasing in popularity because of inherent benefits accruing through their use. Advocates of fixing salesmen's territories along trading area boundary lines claim the following advantages:

1. Trading areas show not only where consumers live, but also where they buy, thereby defining the company's or the product's logical market irrespective of state, county, or city boundaries.
2. Homogeneous territories are more likely to result, i.e., territories with relatively uniform social and economic characteristics, as emphasis is given to buying habits of prospects.
3. Selective selling is enhanced

which is likely to yield increased sales coupled with lower costs.

4. Since logical or economic territories are defined, the tasks of setting quotas, routing, sales control and analysis, and expense control are facilitated.

5. Preferences and prejudices of buyers toward products are ascertained.

6. The job of collecting statistics may be minimized, because data for only the selected, productive market areas need be gathered.

7. Greater coordination between personal selling and advertising may be secured.

8. If accurately determined, trading areas give due weight to the basic factors of a market, namely, number of prospective buyers, ability to buy, and desire to buy.

9. Territories using trading area bases possess accessibility for coverage, since trading areas are invariably formed around transportation arteries.

10. Salesmen may be fitted to territories according to their abilities and territorial sales potential.

Valuable information regarding the establishment of trading areas can be acquired from the *Atlas of Wholesale Grocery Territories*, *The Market Data Handbook of the United States*, and the *Market Data Handbook of New England*, all of which are published by the United States Department of Commerce. *Trading Area System of Sales Control*, published by Hearst Magazines, Inc., has been used extensively for determining trading areas. The

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*This month's contribution was prepared by Tamlin K. Lindsay, Assistant Professor of Marketing.

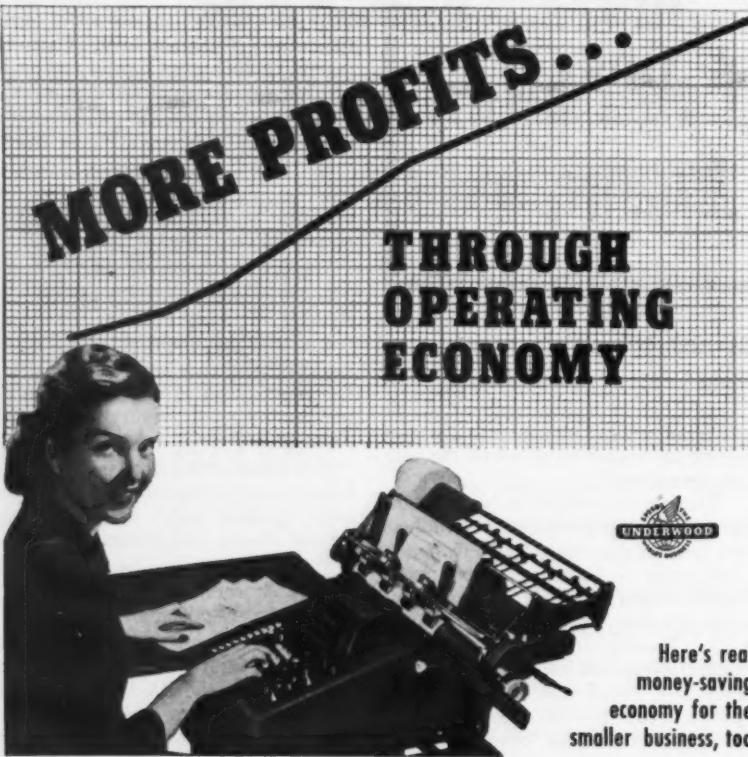
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Bureau of Business Research, The University of Illinois, has prepared a number of excellent studies, furnishing not only important data relative to given localities, but also a methodology that can be used for defining trading areas elsewhere. Trading area studies, including data capable of being used for constructing individual distributors' trading areas, are often available from local newspapers, trade associations, trade journals and magazines, advertising agencies, universities' bureaus of business research, Chambers of Commerce, and other sources.

Even though the usefulness of ready-made trading area studies has been clearly demonstrated, the trading area concept, as yet, has been restricted primarily to a limited number of commodities sold through wholesale and/or retail trade channels. Caution should therefore be exercised in arbitrarily adopting ready-made trading area studies, because they are almost always too general to be used without alteration. They should, of course, be evaluated in terms of the sales executive's own experience and knowledge of the sales territories.

Since trading areas are dynamic, they do not have absolutely fixed boundaries. Various characteristics of the product and the seller's firm determine the size and shape of districts from which trade is obtained. Trading areas are not the same for all products. Dry goods, for example, have different trading areas from those of furniture. Related products of the same line may even have unlike trading areas if they differ substantially in such characteristics as price, style, and quality, among others. Trading area boundaries should be drawn in terms of a specific product for a specific firm.

The trading area concept, as a basis for subdividing salesmen's territories, should be viewed as one additional step forward on the long road toward the development of scientific sales management. If skillfully employed, this concept will aid materially in securing greater net profits from sales territories. It clearly demonstrates the fact that the advantage of knowing where to sell is just as important as knowing how to sell.

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Is Your Company Prepared for Wage-Salary Controls?

IS YOUR wage and salary data complete and up-to-date so that it will be immediately available for use in the event of a wage-salary freeze? Now is the time to be sure that it is. At the moment that this is being written we do not know whether or not wage and salary controls will be imposed, but if they are, they may come quickly—perhaps overnight. It may then be essential that complete and up-to-date information with respect to your wage and salary classifications, rate ranges, etc. be immediately available for submission to and approval by a controlling government agency. Such approval will undoubtedly be necessary in order that you may be permitted to make adjustments for merit, length of service, promotions, etc.

Many of the tax and accounting services with which we are all familiar have recently reminded us of the problems of wage and salary administration under wartime conditions. Remembering our experiences during World War II, we should heed those warnings and should be sure that up-to-date records of classifications and ranges for clerical jobs as well as for all other jobs are readily available.

Many business concerns, particularly the larger concerns, have specialists or outside consultants who handle wage and salary administration problems and who do the work of establishing job specifications, classifications, rate ranges, etc. Smaller concerns can, if they wish, set up their own machinery to do the job with their own staff. For example, the personnel manager, the office manager and the accounting executive are usually familiar with job descriptions. If not, they can obtain occupational titles and their definitions from a "Dictionary of Occupational Titles and Definitions of Titles" which may be procured from the U. S. Govern-

ment Printing Office. Starting rates and ceiling rates which are actually being paid for each job are a matter of record in each company. Also, information concerning area wage and salary levels is available from several local sources. With that basic information you can, with your own staff, usually establish adequate records of wage and salary ranges and prepare the other data which may be needed in the event of a wage-salary freeze. You should arrange to have this job done now so that complete records and information will be available when needed.

Much has been written on the subject of wage and salary administration and our limited space does not permit a complete discussion of the subject. However, one or two words of caution in connection with the establishment of classifications and rate ranges may be helpful. It is, of course, important that

the classifications which are established be complete and be broad enough in scope to include every job. It is also important that records be set up and maintained which will identify the employees in each classification. When establishing rate ranges they should be broad enough to provide for all foreseeable situations. It is usually good practice to provide for a proportionately wider range or spread between the minimum and maximum rates which are established for the higher job levels. The thought behind that, of course, is to allow a greater spread at the higher levels in order to permit adequate increases to employees who have been with a company longer and who have attained more responsible positions.

During World War II, adjustments for merit, length of service and promotion were permitted if they were made in accordance with a properly established and approved rate schedule. However, permission of the controlling agency was usually required before the ceiling of any range could be raised or exceeded. It is obvious, therefore, that with properly established classifications and ranges the problems of wage and salary administration were minimized. Most of us gained considerable experience with wage and salary controls during the last war. If we recall those experiences and provide ourselves with complete and up-to-date salary and wage data, properly classified and recorded, we should find ourselves in a sound position if controls should again be imposed.



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EDITOR'S NOTE: This department, giving a partial list of peace-time products manufactured in Connecticut by company, seeks to facilitate contacts between prospective purchasers in domestic or foreign markets and producers. It includes only those listings ordered by Connecticut producers. Interested buyers may secure further information by writing this department.

(Advertisement)

Accounting Forms		Automotive Friction Fabrics	Blankets—Automatic	
Baker-Goodyear Co	The	New Haven	Russell Mfg Co	The
Underwood Corporation		Bridgeport	Eis Manufacturing Co	(Hydraulic and Mechanical)
Underwood Corporation		Bridgeport	Raybestos Div of Raybestos-Manhattan Inc	The (brake service machinery)
H C Cook Co	The 32 Beaver St	Ansonia	Scovill Manufacturing Company	(Canned Oil Dispensers)
Waterbury Companies Inc		Waterbury		
Aero Webbing Products		Middletown	Automotive Tools	
Russell Mfg Co		Middletown	Eis Manufacturing Company	Middletown
Air Compressors		Middletown	Badges and Metals	
Airline Manufacturing Company	The	Warehouse Point	Waterbury Companies Inc	Waterbury
Spencer Turbine Co	The	Hartford	American Paper Goods Company	The Kensington
Air Conditioning		Norwalk	Bakelite Moldings	Watertown
Norwalk Airconditioning Corp	The (forced air heating units oil fired)	South Norwalk	Watertown Mfg Co	The
Air Impellers		Balls	Abbott Ball Co	The (steel bearing and burnishing)
The Torrington Manufacturing Co	Torrington	Hartford	Hartford Steel Ball Co	The (steel bearing and burnishing, brass, bronze, monel, stainless aluminum)
Aircraft		United Aircraft Corporation (helicopters)	Kilian Steel Ball Corp	The (Banbury Mixers)
Sikorsky Aircraft Division	United Aircraft Corporation	Bridgeport	Farrel-Birmingham Company Inc	Ansonia
Aircraft Accessories		West Hartford	Abbott Ball Co	The (burnishing and tumbling)
Chandler Evans Division	Niles-Bement-Pond Co (jet engine accessories, aircraft carburetors, fuel pumps, water pump and Protek plugs)	Bantam	Hartford Steel Ball Co	The (tumbling)
Warren McArthur Corp	(Airplane Seatings)	Hartford		Hartford
Aircraft Instruments		Stamford	Bathroom Accessories	
Gorn Electric Company Inc		Stamford	Autotype Company	The
Aircraft—Repair & Overhaul		Oakville	Charles Parker Co	The
Airport Department	Pratt & Whitney Aircraft Division	Meriden	Dextone Company	New Haven
United Airports Div	United Aircraft Corp	Hartford	Batteries	
Rentschler Field	East Hartford	Hartford	Bond Electric Corporation	Division of Olin Industries Inc (flashlight, radio, hearing aid and others)
Air Ducts		West Haven	Winchester Repeating Arms Co	Division of Olin Industries Inc (flashlight, radio, hearing aid and others)
Wiremold Co	The (Retractable)	Hartford		Bearings
Air Heaters—Direct Fired		West Haven	Fafnir Bearing Co	(ball)
Peabody Engineering Corporation		Bristol	New Departure Div of General Motors	(ball)
Aluminum Castings		Stamford	Norma-Hoffmann Bearings Corp	(ball and roller)
Eastern Malleable Iron Company	The	Naugatuck	Bridgeport Thermostat Company Inc	(metallic)
Newton-New Haven Co	688 Third Avenue	West Haven	Bridgeport Thermostat Company Inc	
Aluminum Forgings		Bristol	Bellows	
Scovill Manufacturing Company	Waterbury	Stamford	Bridgeport Thermostat Company Inc	
Aluminum Ingots		New Haven	Bellows Seal Assemblies	
Lapides Metals Corp		New Haven	Bridgeport Thermostat Company Inc	
Aluminum—Sheets & Coils		Bridgeport	Bells	
United Smelting & Aluminum Co Inc		New Haven	Bevin Brothers Mfg Co	East Hampton
Ammunition		Hamden	Gong Bell Co	The
Remington Arms Co Inc	and Peters Cartridge Div	Bridgeport	Gaynor Electric Company Inc	(and buzzers)
Winchester Repeating Arms Company	Division	New Haven	N N Hill Brass Co	The
Olin Industries Inc.		Hartford	Belt Fasteners	East Hampton
Anodizing		West Haven	Bristol Company	Waterbury
Conn Metal Finishing Co		Hamden	Saling Manufacturing Company	(patented self-aligning)
Apparel Fabrics—Woolen & Worsted		Broad Brook	Bentley	
Broad Brook Company		Broad Brook	Hartford Belting Co	Hartford
Artificial Leather		Jewett City	Russell Mfg Co	Middletown
Permatex Fabrics Corp	The	Asbestos	Thames Belting Co	The
Asbestos		Middletown	Benches	
Auburn Manufacturing Company	The (gaskets, packings, wicks)	Hartford	Charles Parker Co	The (piano)
Raybestos Div of Raybestos-Manhattan Inc	The (brake linings, clutch facings, sheet packing and wick)	Bridgeport	Bends—Pipe or Tube	Meriden
Asbestos & Rubber Packing		Hartford	National Pipe Bending Co	160 River St New Haven
Colt's Manufacturing Company		Assemblies—Small	Bent Wood Products	Pawcatuck
Automobile Accessories		Hartford	Bicycle Coaster Brakes	New Haven
Kilborn-Sauer Company	(lights and other accessories)	Fairfield	New Departure Div General Motors Corp	Bristol
Raybestos Div of Raybestos-Manhattan Inc	The (brake lining, rivet brass, clutch facings, packing)	Bridgeport	Bicycle Sundries	Bristol
Automotive Bodies		Metropolitan Body Company	Binders Board	
Wiremold Company	The	Bridgeport	Colonial Board Company	Manchester
Automatic Control Instruments		Waterbury	Biological Products	
Bristol Co	The (temperature, pressure, flow, humidity, time)	Waterbury	Ernst Bischoff Company Inc	Ivoryton
Automobile Accessories		Metropolitan Body Company	Blacking Salts for Metals	Bridgeport
Kilborn-Sauer Company	(lights and other accessories)	Fairfield	Mitchell-Bradford Chemical Co	Bridgeport
Raybestos Div of Raybestos-Manhattan Inc	The (brake lining, rivet brass, clutch facings, packing)	Bridgeport	Blades	
Automotive Bodies		Metropolitan Body Company	Capewell Manufacturing Company	Metal Saw Division (hack saw and band saw)
Metropolitan Body Company		Bridgeport		Hartford
Automotive Friction Fabrics		Middletown	Blankets—Automatic	
Eis Manufacturing Co	(Hydraulic and Mechanical)	Middletown	General Electric Company	Bridgeport
Raybestos Div of Raybestos-Manhattan Inc	The (brake service machinery)	Bridgeport	Bleaching, Dyeing, Printing & Finishing	
Scovill Manufacturing Company	(Canned Oil Dispensers)	Waterbury	Glasco Finishing Co	The
		91	United States Finishing Company	The (textile fabrics)
Automotive Tools		Kensington		Norwich
Eis Manufacturing Company	Middletown	Watertown	Howard Company	(cupola fire clay) New Haven
Badges and Metals		Watertown	Colonial Blower Company	Plainville
Waterbury Companies Inc	Waterbury	Hartford	Spencer Turbine Co	Hartford
Bags—Paper		Hartford	Colonial Blower Company	Plainville
American Paper Goods Company	The	Montville	Ripley Co	Middleton
		33 Hull St	Blueprints and Photostats	
		Shelton	Joseph Merritt & Co	Hartford
Automotive Tools		Hartford	Bolters	
		Watertown	Bigelow Co	The
Automotive Tools		Hartford	Petroleum Heat & Power Co	(domestic only) Stamford
Automotive Tools		West Haven	Bolts and Nuts	
		New Haven	Blake & Johnson Co	The (nuts machine screws, bolts, stove)
Automotive Tools		West Haven	Clark Brothers Bolt Co	Middledale
Automotive Tools		Montville	O K Tool Co Inc	The (T-Slot)
Automotive Tools		Montville		33 Hull St
Automotive Tools		Shelton	Bondertizing	
Automotive Tools		Hartford	Clairglow Mfg Company	Portland
Automotive Tools		Montville	Scovill Mfg Co	(steel, anodized aluminum) Waterbury
Automotive Tools		Montville	Box Board	
Automotive Tools		Montville	Lydall & Foulds Paper Co	The
Automotive Tools		Montville	National Folding Box Co	The
Automotive Tools		Montville	New Haven Pulp & Board Co	The
Automotive Tools		Montville	Robertson Paper Box Co	The
Automotive Tools		Montville	Gair Company Inc	Robert
Automotive Tools		Montville	Boxes	
Automotive Tools		Montville	Airline Manufacturing Company	(steel cash, bond, security and mail boxes)
Automotive Tools		Montville	Clairglow Mfg Company	(metal)
Automotive Tools		Montville	Merriam Mfg Co	(steel cash, bond, security, fitted tool and tackle boxes)
Automotive Tools		Montville	Gair Company Inc	Robert (corrugated and solid fibre shipping containers)
Automotive Tools		Montville	Boxes and Crates	
Automotive Tools		Montville	City Lumber Co	Bridgeport Inc
Automotive Tools		Montville		Bridgeport
Automotive Tools		Montville	Boxes—Paper—Folding	
Automotive Tools		Montville	Atlantic Carton Corp	
Automotive Tools		Montville	Bridgeport Paper Box Co	
Automotive Tools		Montville	Carpenter-Hayes Paper Box Co	The
Automotive Tools		Montville	Folding Cartons Incorporated	(paper, folding)
Automotive Tools		Montville	M S Dowd Carton Co	Grunton
Automotive Tools		Montville	National Folding Box Co	The (paper folding)
Automotive Tools		Montville		New Haven
Automotive Tools		Montville	New Haven Pulp & Board Co	The
Automotive Tools		Montville	Robertson Paper Box Co	The
Automotive Tools		Montville	Gair Company Inc	Robert
Automotive Tools		Montville	S Curtis & Sons Inc	Sandy Hook
Automotive Tools		Montville	Warner Brothers Company	The
Automotive Tools		Montville	Boxes—Paper—Setup	
Automotive Tools		Montville	Bridgeport Paper Box Co	
Automotive Tools		Montville	Heminway Corporation	The
Automotive Tools		Montville	Strouse Adler Company	The
Automotive Tools		Montville	Braided Fiberglass Sleeving	
Automotive Tools		Montville	Ansonia O & C Co	
Automotive Tools		Montville	Brake Cables	
Automotive Tools		Montville	Eis Manufacturing Co	Middletown
Automotive Tools		Montville	Brake Linings	
Automotive Tools		Montville	Raybestos Div of Raybestos-Manhattan Inc	The (automotive and industrial)
Automotive Tools		Montville	Russell Mfg Co	The
Automotive Tools		Montville	Brake Service Parts	
Automotive Tools		Montville	Eis Manufacturing Co	Middletown
Automotive Tools		Montville	Brass & Bronze	
Automotive Tools		Montville	American Brass Co	The (sheet, wire, rods, tubes)
Automotive Tools		Montville	Bridgeport Brass Company	(sheet, rod, wire and tubing)
Automotive Tools		Montville	Bristol Brass Corp	The (sheet, wire, rods)
Automotive Tools		Montville	Chase Brass & Copper Co	Waterbury
Automotive Tools		Montville	Miller Company	The (phosphor bronze and brass in sheets, strips, rolls)
Automotive Tools		Montville	Plume & Atwood Mfg Co	The (sheet, wire, rod)
Automotive Tools		Montville	Scovill Manufacturing Company	Waterbury 91
Automotive Tools		Montville	Tinsheet Metals Co	The (sheets and rolls)
Automotive Tools		Montville	Western Brass Mills Division of Olin Industries Inc	New Haven (Advt.)

IT'S MADE IN CONNECTICUT

Brass & Bronze Ingot Metal	Card Clothing	Clocks
Plume & Atwood Mfg Co The Thomaston Whipple and Choate Company The Bridgeport	Standard Card Clothing Co The (for textile mills)	Ingraham Co The Bristol
Brass, Bronze & Aluminum Castings	Carpenter's Tools	Seth Thomas Clocks Thomaston
Victors Brass Foundry Inc Guilford	Sargent & Company (Planes, Squares, Plumb Bobs, Bench Screws, Clamps and Saw Vises)	United States Time Corporation The Waterbury
Brass Goods	Carpet Cushion	Clocks—Alarm
American Brass Company The Waterbury	Sponge Rubber Products Co Inc	Lux Clock Mfg Co The Waterbury
Plume & Atwood Mfg Co The (to order) Waterbury	Carpets and Rugs	New Haven Clock and Watch Co The (spring & electric) New Haven
Rostand Mfg Co The (Ecclesiastical Brass Wares)	Bigelow-Sanford Carpet Co	William L. Gilbert Clock Corporation The Winsted
Scovill Manufacturing Company (to order) Waterbury 91	Casters	
Western Brass Mills Division of Olin Industries Inc (to order) New Haven	Bassick Company The (Industrial and General)	Clocks—Automatic Cooking
Brass Mill Products	Casters—Industrial	Lux Clock Mfg Co The Waterbury
American Brass Company The Waterbury	George P Clark Co	Clutches
Bridgeport Brass Co Bridgeport	Castings	Snow-Nabstedt Gear Corp The New Haven
Chase Brass & Copper Co Waterbury	Bradley & Hubbard Mfg Co The (grey iron, brass, bronze, aluminum)	Clutch Facings
Plume & Atwood Mfg Co The Thomaston	Connecticut Foundry Co (grey iron)	Russell Mfg Co The Middletown
Scovill Manufacturing Company Waterbury 91	Connecticut Malleable Castings Co (malleable iron castings)	Clutch—Friction
Western Brass Mills Division of Olin Industries Inc	Charles Parker Co The (grey iron)	Raybestos Div of Raybestos-Manhattan Inc The (clutch facings—molded, woven, fabric, metallic) Bridgeport
Brass Wall Plates	Castings	Coffee Makers
Gaynor Electric Company Inc Bridgeport	Eastern Malleable Iron Company The (malleable iron, metal and alloy)	General Electric Company Bridgeport
Brick—Building	Farrel-Birmingham Company Inc (Mechanite, Nodular Iron, Steel)	Colls—Pipe or Tube
Donnelly Brick Co The New Britain	Gillette-Vibber (The grey iron, brass, bronze, aluminum, also Bronze Bushing Stock)	National Pipe Bending Co The 160 River St New Haven
Bricks—Fire	Plainville Casting Company (gray, alloy and high tensile irons)	Whitlock Manufacturing Co The
Howard Company Bright Wire Goods New Haven	John M Russell Mfg Co Inc (brass, bronze and aluminum)	Col Tokens
Sargent & Company (Screw Eyes, Screw Hooks, Cup Hooks, Hooks and Eyes, C H Hooks) New Haven	Malleable Iron Fittings Co (malleable iron and steel)	Waterbury Companies Inc Waterbury
Broaching	McLagon Foundry Co (grey iron)	Commercial Heat Treating
Hartford Special Machinery Co The Hartford	Newton-New Haven Co (zinc and aluminum)	A F Holden Company The
Brooms—Brushes	688 Third Ave West Haven	52 Richard St West Haven
Fuller Brush Co The Hartford	Philbrick-Booth & Spencer Inc (grey iron)	Commercial Truck Bodies
Buckles	Scovill Manufacturing Company (Brass & Bronze)	Metropolitan Body Company Bridgeport
B Schwanda & Sons Staffordville	Sessions Foundry Co The (grey iron)	Norwalk Company Inc (high pressure air and gas) South Norwalk
G E Prentice Mfg Co The Kensington	Union Mfg Co (grey iron & semi steel)	Concrete Products
Hathaway Mfg Co The (Dee Rings) Bridgeport	Stratford	Plasticrete Corp Hamden
Hawkins Mfg Co The Bridgeport	Buffing & Polishing Compositions	Cones
John M Russell Mfg Co Inc Naugatuck	Apothecaries Hall Co Waterbury	Sonoco Products Co (Climax-Lowell Div) Mystic
North & Judd Manufacturing Co New Britain	Lea Mfg Co Waterbury	(Paper) Consulting Engineers
Patent Button Co The Waterbury	Buffing Wheels	Stanley P Rockwell Co Inc The (Consulting) Hartford
Buffing Compounds	Williamsville Buff Div The	296 Homestead Ave Hartford
Roberts Rouge Co The Stratford	Bullard Clark Company Danielson	Contract Machining
Buffing & Polishing Compositions	Burners	Malleable Iron Fittings Company Branford
Apothecaries Hall Co Waterbury	Plume & Atwood Mfg Co The	Contract Manufacturers
Lea Mfg Co Waterbury	Burners—Automatic	Greist Mfg Co The (metal parts and assemblies) New Haven
Williamsville Buff Div The	Peabody Engineering Corporation Stamford	503 Blake St
Bullard Clark Company Danielson	Burners—Coal and Oil	Merriam Mfg Co (production runs—metal boxes and containers to specifications) Durkam
Burners	Peabody Engineering Corporation (Combined) Stamford	Plume & Atwood Mfg Co The (metal parts & assemblies)
Plume & Atwood Mfg Co The (kerosene oil lighting)	Burners—Gas	Scovill Manufacturing Company (metal parts and assemblies) Waterbury 91
Burners—Automatic	Peabody Engineering Corporation (Blast Furnace)	J H Sessions & Son Bristol
Peabody Engineering Corporation Stamford	Burners—Gas and Oil	Controllers
Peabody Engineering Corporation (Combined)	Peabody Engineering Corporation (Gas and Oil)	Bristol Company The Waterbury
Burners—Refinery	Burners—Automatic	Manning Maxwell & Moore Inc Bridgeport
Peabody Engineering Corporation (For Gas and Oil)	Peabody Engineering Corporation (Gas and Oil)	Bland Burner Co The
Buttons	Peabody Engineering Corporation (Gas and Oil)	Conversion Gas Range
B Schwanda & Sons Staffordville	Buttons	Bland Burner Co The
Colt's Manufacturing Company Hartford	Carwin Company The	Hartford
L C White Company The Waterbury	American Cyanamid Company Waterbury	Conversion Oil Range Burner
Frank Parizek Manufacturing Co The West Willington	Apothecaries Hall Co Waterbury	Bland Burner Co The
Patent Button Co The Waterbury	Carwin Company The	Hartford
Scovill Manufacturing Company (Uniform and Tack Fasteners)	Edcan Laboratories North Haven	Conveyor Systems
Cabinets	MacMaster Bicknell Company New Haven	Leeds Electric and Mfg Co The
Charles Parker Co The (medicine) Meriden	Naugatuck Chemical Division United States	Hartford
Cabinet Work	Rubber Co (insecticides, fungicides, weed killers)	Production Equipment Co
Hartford Builders Finish Co Hartford	Naugatuck Chemical Division United States	Copper
Cable—Asbestos Insulated	Rubber Co (insecticides, fungicides, weed killers)	American Brass Corp The (sheet, wire, rods, tubes)
Rockbestos Products Corp New Haven	Chemicals—Agricultural	Bridgeport Brass Company (sheet, rod, wire and tubing)
Cable—BX Armored	Naugatuck Chemical Division United States	Bristol Brass Corp The (sheet)
General Electric Company Bridgeport	Rubber Co	Chase Brass & Copper Co (sheet, rod, wire tube)
Cable—Nonmetallic Sheathed	Chemicals—Rubber	Thinsheet Metals Co The (sheets and rolls)
General Electric Company Bridgeport	Robert J King Company Inc The	Western Brass Mills Division of Olin Industries Inc (sheet, strip)
Cable—Service Entrance	Christmas Light Clips	Copper Sheets
General Electric Company Bridgeport	Foursome Manufacturing Company (various sizes and styles)	American Brass Company The Waterbury
Cages	Chromium Plating	New Haven Copper Co The Seymour
Andrew B Hendry Co The (bird and animal) New Haven	Chromium Corp of America Waterbury	New Haven Copper Co The Seymour
Cams	Chromium Process Company The	Copper Shingles
American Cam Company Inc Hartford	Nutmeg Chrome Corporation	New Haven Copper Co The
Hartford Special Machinery Co The Hartford	Chucks	Copper Water Tube
Rowbottom Machine Company Inc Waterbury	Cushman Chuck Co The	American Brass Company The
Canvas Products	Chucks & Face Plate Jaws	Bridgeport Brass Co
F B Skiff Inc Hartford	Union Mfg Co New Britain	Cords—Asbestos
Capacitors	Cushman Chuck Co The	General Electric Company
Electro-Motive Mfg Co Inc The (mica & trimmer)	Clay	Cords—Braided
	Cleansing Compounds	General Electric Company
	MacDermid Incorporated	Cords—Heater
	Clock Mechanisms	General Electric Company
	Lux Clock Mfg Co The	Cords—Portable
		General Electric Company
		Cord Sets
		General Electric Company
		Cork Cots
		Sonoco Products Co (Climax-Lowell Div) Mystic
		Corrugated Box Manufacturers
		Danbury Square Box Co The Danbury (Advt.)

IT'S MADE IN CONNECTICUT

Corrugated Shipping Cases	Elastic Webbing	Engines
Connecticut Corrugated Box Div Robert Gair Co Inc	Ansonia O & C Co	Pratt & Whitney Aircraft Div United Aircraft Corp (aircraft)
D L & D Container Corp 87 Shelton Ave	Russell Mfg Co The	East Hartford
New Haven	Electric Appliances	Wolverine Motor Works Inc (diesel stationary marine)
Cosmetic Containers	General Electric Company	Bridgeport
Eyelet Specialty Co The	Rockbestos Products Corp (asbestos insulated)	Envelopes
Plume & Atwood Mfg Co The (metal)	Electric Cables	Curtis 1000 Inc
Waterbury	Electric—Commutators & Segments	United States Envelope Company, Hartford Division
Cosmetics	Cameron Elec Mfg Co The (rewinding motors)	Hartford
J B Williams Co The	Electric Cords	American Paper Goods Company The
Northam Warren Corporation	Ansonia	Extractors—Tap
Cotton and Asbestos Wicking	Rockbestos Products Corp (asbestos insulated)	Kensington
Bland Burney Co The	Electric Eye Control	Walton Company The
Cotton Yarn	United Cinephone Corporation	West Hartford
Floyd Cranska Co The	Electric Fixture Wire	Eyelets
Counting Devices	Rockbestos Products Corp (asbestos insulated)	American Brass Company The
Veeder-Root Inc	Electric Hand Irons	L C White Company The
Couplings—Self-Sealing	Winsted Hardware Mfg Co (trade mark "Durabilt")	Waterbury
Sperry Products Inc	Electric Insulation	Platt Bros & Co The P O Box 1030
Crushers	Case Brothers Inc	Waterbury
Farrel-Birmingham Company Inc (Stone and Ore)	Rogers Corporation The	Plume & Atwood Mfg Co The
Cups—Paper	Electric Knife Sharpeners	Scovill Manufacturing Company
American Paper Goods Company The ("Puritan")	Gorn Electric Company Inc The	Waterbury 91
Cut Stone	Electric Lighting Fixtures	Eyelets, Ferrules and Wiring Terminals
Dextone Co The	Plume & Atwood Mfg Co The	American Brass Company The
Cutters	Electric Motor Controls	Waterbury Companies Inc
Barnes Tool Company The (pipe cutters, hand)	Arrow-Hart & Hegeman Electric Co The	Waterbury
New Haven	Electrical Outlet and Switch Boxes, and Covers	Fabricated Alloys
O K Tool Co Inc The (inserted tooth milling)	General Electric Company	Rockol Inc (Heat Treating, Finishing)
33 Hull St	Electric Panel Boards	Southport
Standard Machinery Co The (rotary board, single and duplex)	Federal Electric Products Co Inc	Fancy Dress Buttons and Buckles
Mystic	Electric Safety Switches	Waterbury Companies Inc
Delayed Action Mechanism	Federal Electric Products Co Inc	Fans—Electric
M H Rhodes Inc	Electric Shavers	General Electric Company
R W Cramer Company Inc The	Electric Signs	Fasteners—Slide & Snap
Diamonds—Industrial	United Advertising Corp	G E Prentice Mfg Co The
Diamond Tool and Die Works	Electric Switches	Scovill Manufacturing Company
Dictaphone Corporation	Arrow-Hart & Hegeman Electric Co The	Kensington (snap and slide fasteners)
Gray Manufacturing Company The	Electric Time Controls	Felt
Soundscriber Corporation The	R W Cramer Company Inc The	Auburn Manufacturing Company The (mechanical, cut parts)
Die Castings	Electric Timewheels	Middleton
Newton-New Haven Co Inc	New Haven Clock and Watch Co The (automobile and alarm)	Felt—All Purpose
Die Casting Dies	Electric Wire	American Felt Co (Mill & Cutting Plant)
ABA Tool & Die Co	Rockbestos Products Corp (asbestos insulated)	Chas W House & Sons Inc (Mill & Cutting Plant)
Parker Stamp Works Inc The	Electric Wiring Devices	Fenders—Boat
Weinman Bros Mfg Co The	Arrow-Hart & Hegeman Electric Co The	Sponge Rubber Products Co Inc
Die Castings (Aluminum & Zinc)	Electric Circuit Breakers	Fiberglass
Corbin Cabinet Lock Div American Hardware Corp	Federal Electric Products Co Inc	Case Brothers Inc
New Britain	Electrical Conduit Fittings & Grounding	Centerbrook
Stewart Die Casting Div	Gillette-Vibber Company The	Film Spools
Stewart Warner Corp	Electrical Control Apparatus	Rogers Corporation (Specialty)
Die-Heads—Self Opening	Federal Electric Products Co Inc	Stevens Paper Mills Inc The
Eastern Machine Screw Corp The	Electrical Goods	Watkins Manufacturing Co Inc
Truman & Barclay Sts	Electrical Insulation	H C Cook Co The
New Haven	Stevens Paper Mills Inc The	32 Beaver St Ansonia
Geometric Tool Co The	Electrical Motors	File Cards
New Haven	U S Electrical Motors Inc	Standard Card Clothing Co The
Die Polishing Machinery	Electrical Recorders	Firearms
Hartford Special Machinery Co The	Bristol Co The	Colt's Manufacturing Company
Die Sets	Electrical Relays and Controls	Marlin Firearms Co The
Union Mfg Co (precision, steel and semi-steel)	Allied Control Co	O F Mossberg & Sons Inc
New Britain	Electrical Wiring Systems	Remington Arms Company Inc
Dies	Wiremold Co The	Winchester Repeating Arms Company Division
Hoggson & Pettis Mfg Co The 141 Brewery St.	Electronics	Olin Industries Inc
New Haven	Crystal Research Laboratories Inc	Fire Hose
Parker Stamp Works Inc The (plastics and die castings)	Gray Manufacturing Company The	Fabrics Fire Hose (municipal and industrial)
Hartford	Ripley Co	Fireplace Goods
Dies and Die Sinking	Electroplating	American Windshield & Specialty Co The
Consolidated Industries	National Sherardizing & Machine Co	881 Boston Post Road
West Cheshire	Waterbury Plating Company	John P Smith Co The (screens)
Dish Washing Machines	Electroplating—Equipment & Supplies	423-33 Chapel St
Colt's Manufacturing Company	Enthone Inc	New Haven
Hartford	MacDermid Incorporated	Fireproof Floor Jolts
Dish Harrows	Electroplating Processes & Supplies	Dextone Co The
Orikil Inc—Cutaway Harrow Division	United Chromium Incorporated	Fireworks
Higganum	Electrolytes	Bevin-Wilcox Line Co The (lines)
Door Closers	W T Barnum & Co Inc (all classes)	East Hampton
P & F Corbin Division The American Hardware Corp	Elevators	H C Cook Co The
New Britain	Eastern Machinery Co The (passenger and freight)	Ansonia
Sargent & Company	General Elevator Service Co	Horton Mfg Co The (reels, rods, lines)
New Haven	Enameling	Bristol
Yale & Towne Manufacturing Company The	Conn Metal Finishing Co	Jim Harvey Div Local Industries Inc (nets, lures)
Stamford	Waterbury Plating Company	Lakeville
Dowel Pins	Enameling and Finishing	Flashlights
Allen Manufacturing Co The	Clairglow Mfg Co	Bond Electric Corporation Division of Olin Industries Inc
Holo-Krome Screw Corp The		Bridgeport Metal Goods Mfg Co
West Hartford		Winchester Repeating Arms Company Division
Drafting Accessories		Olin Industries Inc
Joseph Merritt & Co		New Haven
Hartford		Floor & Ceiling Plates
Drilling Machines		Beaton & Cadwell Mfg Co The
Henry & Wright Division of Hartford-Empire Company		Gaynor Electric Co Inc
Hartford		Fluorescent Lighting Equipment
Drilling and Tapping Machinery		Vanderbilt Manufacturing Co The Willimantic
Hartford Special Machinery Co The		Wiremold Company The
Hartford		Food Mixers—Electric
Drop Forgings		General Electric Company
Atwater Mfg Co		Forgings
Bridgeport Hdwe Mfg Corp The		Clark Brothers Bolt Co
Capewell Mfg Company		Heppenstall Co (all kinds and shapes)
Hartford		Scovill Manufacturing Company (Non-ferrous)
Consolidated Industries		Waterbury 91 (Advt.)
West Cheshire		
Wilcox Crittenden & Co Inc		
Middletown		
Druggists' Rubber Sundries		
Seamless Rubber Company The		
New Haven		
Elastic Braid		
Ansonia O & C Co		
Ansonia		

IT'S MADE IN CONNECTICUT

Foundries

Connecticut Malleable Castings Co (malleable iron castings) New Haven
 Farrel-Birmingham Company Inc (iron and Steel) Ansonia
 Plainville Casting Company (gray, alloy and high tensile irons) Plainville
 Sessions Foundry Co The (iron) Bristol
 Union Mfg Co (gray iron & semi steel) New Britain
 Wilcox Crittenden & Co Inc (iron, brass, aluminum and bronze) Middletown

Foundry Riddles

John P Smith Co The 423-33 Chapel St New Haven

Rock Inc (brass, galvanized steel) Fairfield
 Fuel Oil Pump and Heater Sets
 Peabody Engineering Corporation Stamford

Furnaces

Norwalk Airconditioning Corp The (warm air oil fired) South Norwalk
 W S Rockwell Company (Industrial) Fairfield

Furnace Linings

Mullite Refractories Co The Shelton
 Furniture Pads Gilman

Gilman Brothers Company The Gilman

Fuses—Plug and Cartridge Bridgeport

General Electric Company Bridgeport

Fonda Gage Company (Fonda lifetime-carbide and steel) Stamford

Galvanizing

Malleable Iron Fittings Co Branford
 Wilcox Crittenden & Co Inc Middletown

Galvanizing & Electrical Plating Gillette-Vibber Co The New London

Gaskets

Auburn Manufacturing Company The (from all materials) Middletown
 Raybestos Div of Raybestos-Manhattan Inc The Bridgeport

Gas Scrubbers, Coolers and Absorbers Peabody Engineering Corporation Stamford

Gauges

Bristol Co The (pressure and vacuum—recording automatic control) Waterbury

Fonda Gage Company (special) Stamford
 Helicoid Gage Division American Chain & Cable Co Inc (pressure and vacuum) Bridgeport

Manning Maxwell & Moore Inc Stratford
 Gears and Gear Cutting

Farrel-Birmingham Company Inc Ansonia
 Hartford Special Machinery Co The Hartford

Giftwares

Waterbury Companies Inc Waterbury
 Glass Blowing

Macalaster Bicknell Company New Haven

Glass Cutters

Fletcher-Terry Co The Forestville

Golf Equipment

Horton Mfg Co The (clubs, shafts, balls, bags) Bristol

Governors

Henry & Wright Div Hartford-Empire Co (speed regulating, centrifugal, hydraulic) Hartford

Greeting Cards

A D Steinbach & Sons Inc New Haven
 Grinding

Centerless Grinding Co Inc The (Precision custom grinding; centerless, cylindrical, surfaces, internal and special) 19 Staples St Bridgeport

Farrel-Birmingham Company Inc (Roll and Cylindrical) Ansonia

Hartford Special Machinery Co The (gears, threads, cams and splines) Hartford

Grinding Machines

Farrel-Birmingham Company Inc (Roll) Ansonia

Rowbottom Machine Company Inc (cam) Waterbury

Grommets

American Brass Company The Waterbury
 Plume & Atwood Mfg Co The Waterbury

Hand Tools

Bridgeport Hdwe Mfg Corp The (nail pullers, scot axes, box opening tools, trowels, coping saws, putty knives) Bridgeport

James J Ryan Tool Works The (screwdrivers, machinists' punches, cold chisels, scratch awls and nail sets) Southington

Hardness Testers

Wilson Mechanical Instrument Company Bridgeport

Hardware

Bassick Company The (Automotive) Bridgeport
 P & F Corbin Division The American Hardware Corp (builders) New Britain

Sargent & Company New Haven

Wilcox Crittenden & Co Inc (marine heavy and industrial) Middletown

Yale & Towne Manufacturing Company The (builders) Stamford

Hardware—Marine & Bus

Rostand Mfg Co The Milford

Hardware—Trailer Cabinet Stamford

Excelsior Hardware Co The Stamford

Hardware, Trunk & Luggage

Corbin Cabinet Lock Div American Hardware Corp New Britain

J H Sessions & Son Bristol

Yale & Towne Manufacturing Company The Stamford

Hat Machinery

Doran Bros Inc Danbury

Health, Surgical & Orthopedic Supports

Berger Brothers Company The (custom made for back, breast, and abdomen) New Haven

Heat Exchangers

Whitlock Manufacturing Co The Hartford

Heat Elements

Safeway Heat Elements Inc (woven wire resistance type) Middletown

Heat Treating

A F Holden Co The 52 Richard St West Haven

Bennett Metal Treating Co The Elmwood

Driscoll Wire Company The Shelton

New Britain-Gridley Machine Division The New Britain Machine Co New Britain

Stanley P Rockwell Co Inc The Hartford

Heat-Treating Equipment

A F Holden Company The 52 Richard Street West Haven (Main Plant)

Autoyre Company The Oakville

Rock Inc (Baskets, Muffles, etc) Southport

Stanley P Rockwell Co Inc The (commercial) Hartford

296 Homestead Ave Wallace Barnes Co The Div Associated Spring Corp

Heat Treating Salts and Compounds

A F Holden Company The 52 Richard Street West Haven

Mitchell-Bradford Chemical Co Bridgeport

Heating Apparatus

Miller Company The (domestic oil burners and heating devices) Meriden

Heating and Cooling Coils

G & O Manufacturing Co New Haven

Heavy Chemicals

Naugatuck Chemical Division United States Rubber Co (sulphuric, nitric and muriatic acids and aniline oil) Naugatuck

Hex-Socket Screws

Bristol Company The Waterbury

Holo-Krome Screw Corp The West Hartford

Highway Guard Rail Hardware

Malleable Iron Fittings Co Branford

Hinges

Homer D Bronson Company Beacon Falls

Hoists and Hobbings

ABA Tool & Die Co Manchester

Hoists and Trolleys

Union Mfg Company New Britain

Home Laundry Equipment

General Electric Company Bridgeport

Hose Supporters

Ansonia O & C Co Ansonia

Hose Supporter Trimmings

Hawie Mfg Co The (So-Lo Grip Tabs) Bridgeport

Hospital Signal Systems

Connecticut Telephone & Electric Division of

Great American Industries Inc Meriden

Hot Water Heaters

Petroleum Heat & Power Co (Instantaneous domestic oil burner) Stamford

Hydraulic Brake Fluids

Eis Manufacturing Co Middletown

Hydraulic Controls

Sperry Products Inc Danbury

Industrial Finishes

Chemical Coatings Corporation Rocky Hill

United Chromium Incorporated Waterbury

Zapon Finishes Atlas Powder Co Stamford

Industrial and Marking Tapes

Seamless Rubber Company The New Haven

Infra-Red Equipment

Leeds Electric and Mfg Co The Hartford

Insecticides

American Cyanamid Company Waterbury

Darworth Incorporated ("Coracide" DDT Dispenser) Simsbury

Insecticide Bomb

Bridgeport Brass Company (Aer-a-sol) Bridgeport

Insulated Wire Cords & Cable

Kerite Insulated Wire & Cable Co Inc Seymour

Instruments

Bristol Company The Waterbury

J-B-T Instruments Inc (Electrical and Temperature) New Haven

Manning Maxwell & Moore Inc Bridgeport

Insulation

Gilman Brothers Co The Gilman

Insulating Refractories

Mullite Refractories Co The

Insulating Tape

Shelton

Ansonia O & C Co

Ansonia

Inter-Communications Equipment

Connecticut Telephone & Electric Division of

Great American Industries Inc Meriden

Interval Timers

Lux Clock Manufacturing Company Waterbury

Rhodes Inc M H

Hartford

Ironing Machines—Electric

General Electric Company Bridgeport

Jacquard

Manchester

Case Brothers Inc Japanning

Bristol

J H Sessions & Son Jewelry Findings

Waterbury

Waterbury Companies Inc Jig Borer

Bridgeport

Moore Special Tool Co (Moore) Jig Grinder

Bridgeport

Moore Special Tool Co (Moore) Jointing

Bridgeport

Raybestos Div of Raybestos-Manhattan Inc The (compressed sheet) Key Blanks

Bridgeport

Corbin Cabinet Lock Div American Hardware Corp

New Britain

Sargent & Company New Haven

Yale & Towne Manufacturing Company The Stamford

Labels

J & J Cash Inc (Woven)

South Norwalk

Naugatuck Chemical Division United States Rubber Co (for rubber articles)

Naugatuck

Labeled Metalstenera

Shelton

Better Packages Inc Laboratory Equipment

New Haven

Eastern Industries Inc Laboratory Supplies

New Haven

Macalaster Bicknell Company Laces

Middletown

Wilcox Lace Corp The Lacquers & Synthetic Enamels

Rocky Hill

Chemical Coatings Corporation Glenbrook

Waterbury

Dagmar Chemical Company Inc Stamford

Stamford

United Chromium Incorporated Waterbury

Stamford

Zapon Finishes Atlas Powder Co Laddlers

196 Chapel St New Haven

A W Flint Co Lamps

Waterbury

Plume & Atwood Mfg Co The (metal oil)

Waterbury

Lampholders—Incandescent and Fluorescent

General Electric Company Bridgeport

Verplex Company The Lamp Shades

Essex

Verplex Company The Contin-U-Matic

Bridgewater

Bullard Company The (vertical multi-spindle continuous turning type)

Bridgewater

Bullard Company The (horizontal 3 spindle)

Bridgewater

Bullard Company The (vertical multi-spindle indexing type)

Bridgewater

Bullard Company The (single spindle)

Bridgewater

Laundry Roll Covers

Bridgeport

Atlas Powder Company (Revoltite)

Stamford

Christie Plating Co The

Groton

Leather

Herman Roser & Sons Inc (Genuine Pigskin)

Glastonbury

Geo A Shepard & Sons Co The (sheepskin, shoe upper, garment, grain and suede)

Bethel

Leather Dog Furnishings

Glastonbury

Andrew B Hendry Co The

New Haven

The Smith-Worthington Saddlery Co Hartford

Leather Goods Trimmings

G E Prentice Mfg Co The Kensington

Leather, Mechanical

Auburn Manufacturing Company The (packings, cubs, washers, etc)

Middletown

Lehman Brothers Inc (designers, engravers, lithographers)

New Haven

Lighting Accessories—Fluorescent

General Electric Company Norfolk

Lights—Trouble

Bridgeport

General Electric Company Lighting Equipment

Bridgeport

Miller Co The (Miller, Duplexalite, Ivanhoe)

Meriden

United Manufacturing Co Lime

New Haven

New England Lime Company Lipstick Containers

Canaan

Bridgeport Metal Goods Mfg Co Bridgeport

(Advt.)

IT'S MADE IN CONNECTICUT

Lithographing		Machines—Automatic Screw	Metal Products—Stampings
Kellogg & Bulkeley A Division of Connecticut Printers Inc	Hartford	New Britain-Gridley Machine Division	American Brass Company The Waterbury
New Haven Printing Company	New Haven	The New Britain Machine Co (single and multiple spindle)	J. H. Sessions & Son Bristol
A D Steinbach & Sons	New Haven	Bullard Company The (30H lathe—horizontal 3 spindle)	Scovill Manufacturing Company (Made-to-Order) Waterbury 91
Yale & Towne Manufacturing Company	The Stamford	Machines—Automatic Shaft Turning	
P & F Corbin Division The American Hardware Corp	New Haven	Bullard Company The (Bullard-Dunn rotary conveyor indexing type)	
Sargent & Company	New Haven	Bullard Company The (vertical multi-spindle—continuous turning)	
Yale & Towne Manufacturing Company	The Stamford	Machines—Conveyor	
Locks—Cabinet	Stamford	Bullard Company The (Excelsior Hardware Co The)	
Corbin Cabinet Lock Div American Hardware Corp	New Britain	Bullard Company The (Excelsior Hardware Co The)	
Excelsior Hardware Co The	Stamford	Bullard Company The (Excelsior Hardware Co The)	
Yale & Towne Manufacturing Company	The Stamford	Machines—Contin-U-Matic	
Locks—Special Purpose	Stamford	Bullard Company The (Excelsior Hardware Co The)	
Yale & Towne Manufacturing Company	The Stamford	Machines—Draw Benches	
Locks—Suit-Case and Trimmings	Stamford	Bullard Company The (Excelsior Hardware Co The)	
Corbin Cabinet Lock Div American Hardware Corp	New Britain	Bullard Company The (Excelsior Hardware Co The)	
Excelsior Hardware Co The	Stamford	Machines—Drill Spacing	
Yale & Towne Manufacturing Company	The Stamford	Bullard Company The (Excelsior Hardware Co The)	
Locks—Trunk	Stamford	Machines—Drop Hammers	
Yale & Towne Manufacturing Company	The Stamford	Bullard Company The (Excelsior Hardware Co The)	
Excelsior Hardware Co The	Stamford	Machines—Forming	
Yale & Towne Manufacturing Company	The Stamford	A H Nilson Mach Co The (four-slide wire and ribbon stock)	
(and suitcase)	Stamford	Machines—Multi-Au-Matic	
Locks—Zipper	Stamford	Bullard Company The (Excelsior Hardware Co The)	
Excelsior Hardware Co The	Stamford	Machines—Paper Ruling	
Wiremold Company	Hartford	John McAdams & Sons Inc Norwalk	
Luggage Fabric		Machines—Precision Boring	
Falls Company	Norwich	New Britain-Gridley Machine Division	
Lumber & Millwork Products		The New Britain Machine Co New Britain	
City Lumber Co of Bridgeport Inc	Bridgeport	Machines—Rolling	
Machetes		Fenn Manufacturing Company The Hartford	
Collins Company The	Collinsville	Machines—Slotting	
Machine Tools		Waterbury Farrel Foundry & Machine Co The (screw head)	
Bullard Company The	Bridgeport	Machines—Swaging	
Machine Work		Fenn Manufacturing Company The Hartford	
Farrel-Birmingham Company Inc	Ansonia	Machines—Thread Rolling	
Fenn Manufacturing Company The	Hartford	Hartford Special Machinery Co The	
(precision parts)		Waterbury Farrel Foundry & Machine Co The	
Hartford Special Machinery Co The	Hartford	Machines—Turk's Head	
(contract work only)		Fenn Manufacturing Company The Hartford	
National Sherardizing & Machine Co (job)	Hartford	Machines—Well Drilling	
Parker Stamp Works Inc The (Special)	Hartford	Consolidated Industries West Cheshire	
Swan Tool & Machine Co The	Hartford	Machines—Wire Drawing	
Torrington Manufacturing Co The (special rolling mill machinery)	Torrington	Fenn Manufacturing Company The Hartford	
Machinery		Mail Boxes	
Fenn Manufacturing Company The (Special)	Hartford	Airline Manufacturing Company The Warehouse Point	
Globe Tapping Machine Company (dial type drilling and tapping)	Bridgeport	Corbin Cabinet Lock Div American Hardware Corp New Britain	
Hailden Machine Company The (mill)		Mailing Machines	
Standard Machinery Co The (bookbinders)	Thomaston	Pitney-Bowes Inc Stamford	
Torrington Manufacturing Co The (mill)	Mystic	Manicure Instruments	
Machinery—Bolt and Nut	Torrington	W E Bassett Company The Derby	
Waterbury Farrel Foundry & Machine Co The	Waterbury	Manganese Bronze Ingot	
Machinery—Cold Heading		Whipple and Choate Company Bridgeport	
Waterbury Farrel Foundry & Machine Co The	Waterbury	Marine Engines	
Machinery Dealers & Rebuilders		Kilborn-Sauer Company (running lights and searchlights)	
Botwinik Brothers	New Haven	Lathrop Engine Co The Mystic	
J L Lucas and Son	Fairfield	Marine Equipment	
Machinery—Metal-Working		Wilcox Crittenden & Co Inc Middletown	
Bristol Metal-Working Equipment	Hartford	Marine Reverse Gears	
Waterbury Farrel Foundry & Machine Co The	Waterbury	Snow-Nabated Gear Corp The New Haven	
Machinery—Nut		Marking Devices	
Waterbury Farrel Foundry & Machine Co The (forming and tapping)	Waterbury	Hoggson & Pettis Mfg Co The New Haven	
Machinery—Screw and Rivet		Matrices	
Waterbury Farrel Foundry & Machine Co The	Waterbury	W T Barnum & Co Inc New Haven	
Machinery—Wire Drawing		Mattresses	
Waterbury Farrel Foundry & Machine Co The	Waterbury	Waterbury Mattress Co Waterbury	
Machines		Mechanics Hand Tools	
Campbell Machine Div American Chain & Cable Co Inc (cutting & nibbling)	Bridgeport	Bridgeport Hdwe Mfg Corp The (screw drivers, wrenches, pliers, cold chisels, hammers, auto repair tools)	
Coulter & McKenzie Machine Co The (special, new development engineering design and construction)	Bridgeport	Metal Boxes and Displays	
Patent Button Company The	Waterbury	Durham Manufacturing Company The Durham	
Machines—Automatic		Metal Cleaners	
A H Nilson Mach Co The (Special)	Bridgeport	Apothecaries Hall Co Waterbury	
Machines—Automatic Chucking		MacDermid Incorporated Waterbury	
Bullard Company The	Bridgeport	Metal Cleaning Machines	
New Britain-Gridley Machine Division		Colt's Manufacturing Company Hartford	
The New Britain Machine Co. (multiple spindle and double end)	New Britain	Metal Finishes	
		Mitchell-Bradford Chemical Co Bridgeport	
		United Chromium Incorporated Waterbury	
		Metal Finishing	
		National Sherardizing & Machine Co Hartford	
		Waterbury Plating Company Waterbury	
		Master Engineering Company West Cheshire	
		Metal Formings	
		Metallizing	
		Conn Metal Finishing Co Hamden	
		Metal Novelties	
		H C Cook Co The 32 Beaver St Ansonia	
		Metal Specialties	
		Excelsior Hardware Co The Stamford	
		Metal Stampings	
		American Brass Company The Waterbury	
		Autotype Co The (Small) Oakville	
		Bridgeport Chain & Mfg Co Bridgeport	
		DooVal Tool & Mfg Inc Naugatuck	
		Excelsior Hardware Co The Stamford	
		Greist Mfg Co The 503 Blake St New Haven	
		H C Cook Co The 32 Beaver St Ansonia	
		Master Engineering Company West Cheshire	
		J A Otterbein Company The (metal fabrications)	
		Middleton Bristol	
		J H Sessions & Son Waterbury	
		Patent Button Co The Kensington	
		G E Prentice Mfg Co The Waterbury	
		Plume & Atwood Mfg Co The Unionville	
		Saling Manufacturing Company New Britain	
		Stanley Works The Hartford	
		Swan Tool & Machine Co The Essex	
		Verplex Company The (Contract) Waterbury	
		Waterbury Lock & Specialty Co The Middletown	
		Meters—Gas	
		Sprague Meter Company Bridgeport	
		Meters—Parking	
		Rhodes Inc M H H. Microscope—Measuring Hartford	
		Lundeberg Engineering Company Hartford	
		John P Smith Co The 423-33 Chapel St New Haven	
		Millwork	
		Hartford Builders Finish Co Hartford	
		Millboard	
		Raybestos Div of Raybestos-Manhattan Inc The Bridgeport (asbestos)	
		Milling Machines	
		Rowbottom Machine Company Inc (cam) Waterbury	
		Mill Supplies	
		Wilcox Crittenden & Co Inc Middletown	
		Minute Minders	
		Lux Clock Mfg Co The Waterbury	
		Mirror Rosettes and Hangers	
		Waterbury Companies Inc Waterbury	
		Mixing Equipment	
		Eastern Industries Inc New Haven	
		Monuments	
		Beij & Williams Co The Hartford	
		Motor Switches	
		Gaynor Electric Company Inc Bridgeport	
		Colt's Manufacturing Company Hartford	
		Patent Button Co The Waterbury	
		Waterbury Companies Inc Waterbury	
		Watertown Mfg Co The 117 Echo Lake Road Watertown	
		Mouldings	
		Himmel Brothers Co The (architectural, metal and store front) Hamden	
		Moulds	
		ABA Tool & Die Co Manchester	
		Hoggason & Pettis Mfg Co The (steel) New Haven	
		114 Brewery St	
		Lundeberg Engineering Company (plastics) Hartford	
		Parker Stamp Works Inc The (compression injection & transfer for plastics) Hartford	
		Sessions Foundry Co The (heat resisting for non-ferrous metals) Bristol	
		Napper Clothing	
		Standard Card Clothing Co The (for textile mills) Stafford Springs	
		Nettings	
		Wilcox Lace Corp The Middletown	
		Nickel Anodes	
		Apothecaries Hall Co Waterbury	
		Seymour Mfg Co The Seymour	
		Nickel Silver	
		American Brass Company The Waterbury	
		Plume & Atwood Mfg Co The Seymour	
		Seymour Mfg Co The Seymour	
		Waterbury Rolling Mills Inc (sheets, strips, rolls) Waterbury	
		Western Brass Mills Division of Olin Industries Inc (sheet, strip) New Haven	
		Nickel Silver Ingot	
		Whipple and Choate Company The Bridgeport	
		Night Latches	
		P & F Corbin Division The American Hardware Corp New Britain	
		Sargent & Company New Haven	
		Yale & Towne Manufacturing Company The Stamford	
		Non-ferrous Metal Castings	
		Miller Company The Nuts, Bolts and Washers Meriden	
		Clark Brothers Bolt Co Milford (Advt.)	

IT'S MADE IN CONNECTICUT

Office Equipment	Photo Reproduction	Prefabricated Buildings
Pitney-Bowes Inc Underwood Corporation	Stamford Bridgeport & Hartford	City Lumber Co of Bridgeport Inc The Bridgeport
Offset Printing		Preservatives—Wood, Rope, Fabric
Kellogg & Bulkeley A Division of Connecticut Printers Inc	Hartford	Darworth Incorporated ("Cuprinol") Simsbury
New Haven Printing Company	The New Haven	Press Buttons
Oil Burners		Gaynor Electric Company Inc Bridgeport
Malleable Iron Fittings Co (domestic)		Case Brothers Inc Manchester
Miller Company The (domestic)	Branford	Presses
Peabody Engineering Corp (Mechanical and /or Steam Atomizer)	Meriden	Farrel-Birmingham Company Inc (Hydraulic) Ansonia
Petroleum Heat & Power Co (domestic,commer- cial and industrial)	Stamford	Henry & Wright Division of Hartford-Empire Company (automatic mechanical) Hartford
Silent Glow Oil Burner Corp The	Stamford	Standard Machinery Co The (plastic molding, embossing, and die cutting) Mystic
1477 Park St	Hartford	Presses—Power
W S Rockwell Company (Industrial)	Fairfield	Waterbury Farrel Foundry & Machine Co Waterbury
Oil Burner Wick		Pressure Vessels
Raybestos Div of Raybestos-Manhattan Inc	The Bridgeport	Norwalk Tank Co Inc The (unfired to ASME Code Par U 69-70) South Norwalk
Oil Tanks		Whitlock Manufacturing Co The Hartford
Norwalk Tank Co The (550 to 30M gals, underwriters above and under ground)	South Norwalk	Printing
Whitlock Manufacturing Co The	Hartford	Case Lockwood & Brainard A Division of Connecticut Printers Inc Hartford
Optical Cores & Ingots		Finlay Brothers Hartford
Plume & Atwood Mig Co The	Thomaston	Heminway Corporation The Waterbury
Outlets—Electric		Hunter Press Hartford
General Electric Company	Bridgeport	New Haven Printing Company The New Haven
Ovens		Taylor & Greenough Co The Hartford
W S Rockwell Company (Industrial)	Fairfield	T B Simonds Inc Hartford
Package Sealers		A D Steinbach & Sons New Haven
Better Packages Inc	Shelton	The Walker-Rackliffe Company New Haven
Packing		Printing Machinery
Auburn Manufacturing Company The (leather, rubber, asbestos, fibre)	Middletown	Banthin Engineering Co (automatic) Bridgeport
Raybestos Div of Raybestos-Manhattan Inc The (rubber sheet and automotive)	Bridgeport	Thomas W Hall Company Stamford
Padlocks		Chambers-Storck Company Inc The (engraved) Norwich
Corbin Cabinet Lock Div American Hardware Corp	New Britain	Production Control Equipment
Sargent & Company	New Haven	United Cinephone Corporation Torrington
Yale & Towne Manufacturing Company The	Stamford	Wassell Organization (Produc-Trol) Westport
Waterbury Lock & Specialty Co The Milford Paints and Enamels	Paints	Production Welding
Staminate Corp The	New Haven	Consolidated Industries West Cheshire
Tredennick Paint Mfg Co The	Meriden	Propellers—Aircraft
Pants		Hamilton Standard Propellers Div United Air- craft Corp East Hartford
Moore Special Tool Co (crush wheel dresser)	Bridgeport	Pumps
Paperboard		Yale & Towne Manufacturing Company The (Tri-rotor) Stamford
Gair Company Inc	Montville	Pumps—Small Industrial
Robertson Paper Box Co	New Haven	Eastern Industries Inc New Haven
Paper Boxes	Montville	Pump Valves
Atlantic Carton Corp (folding)	Norwich	Colt's Manufacturing Company Hartford
National Folding Box Co Inc (folding)	New Haven	Punches
New Haven Pulp & Board Co The	New Haven	Hoggson & Pettis Mfg Co The (ticket & cloth) 141 Brewery St New Haven
Robertson Paper Box Co	Montville	Putty Softeners—Electrical
Paper Boxes—Folding and Setup		Fletcher Terry Co The Box 415 Forestville
Bridgeport Paper Box Company	Bridgeport	Pyrometers
M Backes' Sons Inc	Wallingford	Bristol Co The (recording and controlling) Waterbury
Warner Brothers Company The	Bridgeport	Quartz Crystals
Paper Clips		Crystal Research Laboratories Inc Hartford
H C Cook Co The (steel) 32 Beaver St	Ansonia	Radiation-Finned Copper
Paper Mill Machinery		Bush Manufacturing Co West Hartford
Farrel-Birmingham Company Inc	Ansonia	G & O Manufacturing Company The New Haven
Paper Tubes and Cores		Vulcan Radiator Co The (steel and copper) Hartford
Sonoco Products Co (Climax-Lowell Div)	Mystic	Radiators—Engine Cooling
Parallel Tubes		G & O Manufacturing Co New Haven
Sonoco Products Co (Climax-Lowell Div)	Mystic	Radio and Television Components
Parkerizing		General Electric Company Bridgeport
Clairglow Mfg Company	Portland	Radio Receivers
Parking Meters		General Electric Company Bridgeport
Rhodes Inc M H	Hartford	Rayon Specialties
Pattern-Makers		Hartford Rayon Corporation The Rocky Hill
Farrel-Birmingham Company Inc	Ansonia	Hartford Rayon Corporation The Rocky Hill
Penlights		Reamers
Bridgeport Metal Goods Mig Co	Bridgeport	O K Tool Co Inc The (inserted tooth) 33 Hull St Shelton
Pet Furnishings		Recorders
Andrew B Hendryx Co The	New Haven	Bristol Co The (automatic controllers, tempera- ture, pressure, flow, humidity) Waterbury
Pharmaceutical Specialties		Reduction Gears
Ernst Bischoff Company Inc	Ivoryton	Farrel-Birmingham Company Inc Ansonia
Phosphor Bronze		Snow-Nabsted Gear Corp The New Haven
American Brass Company The	Waterbury	Refractories
Miller Company The (sheets, strips, rolls)	Meriden	Howard Company New Haven
Seymour Mfg Co The	Seymour	Regulators
Waterbury Rolling Mills Inc (sheets, strips, rolls)	Waterbury	Norwalk Valve Company (for gas and air) South Norwalk
Western Brass Mills Division of Olin Indus- tries Inc (sheet, strip)	New Haven	Sorensen & Company Inc Stamford
Phosphor Bronze Ingots		Resistance Wire
Whipple and Choate Company The	Bridgeport	C O Jellif Mfg Co The (nickel, chromium, kenthal) Southport
Photographic Equipment		Respirators
Kalart Company Inc	Plainville	American Optical Company Safety Division Putnam

IT'S MADE IN CONNECTICUT

Retainers		Scales—Industrial Dial		Shoe and Corset Laces	
Hartford Steel Ball Co The	(bicycle & automotive)	Kron Company The	Bridgeport	Ansonia O & C Co	Ansonia
Riveting Machines	Hartford	Scissors	Bridgeport	Showcase Lighting Equipment	Hartford
Grant Mfg & Machine Co The	Bridgeport	Acme Shear Company The	Bridgeport	Wiremold Company The	Hartford
H P Townsend Manufacturing Co The	Elmwood	Screens	Bridgeport	Shower Stalls	New Haven
L-R Mfg Div of The Ripley Co	Torrington	Hartford Wire Works Co The	(Windows, Hartford	Dextone Company	New Haven
Raybestos Div of Raybestos-Manhattan Inc The	Elmwood	Doors and Porches)	Hartford	Signals	
brake service equipment	Bridgeport	Screw Caps	Derby	H C Cook Co The (for card files)	
Rivets		Weimann Bros Mfg Co The (small for bottles)	Derby	32 Beaver St	Ansonia
Blake & Johnson Co The (brass, copper and non-ferrous)	Waterville	Screw Machines		Sizing and Finishing Compounds	
Clark Brothers Bolt Co	Milldale	H P Townsend Mfg Company The	Elmwood	American Cyanamid Company	Waterbury
Connecticut Manufacturing Company The		Screw Machine Accessories		Slide Fasteners	
Plume & Atwood Mfg Co The	Waterville	Barnaby Manufacturing and Tool Company	Bridgeport	G E Prentice Mfg Co The	Kensington
J H Sessions & Sons	Bristol	Screw Machine Products		North & Judd Manufacturing Co	New Britain
Raybestos Div of Raybestos-Manhattan Inc The	(brass and aluminum tubular and solid copper)	Apex Tool Co Inc The	Bridgeport	Patent Button Co The	Waterbury
Raybestos Div of Raybestos-Manhattan Inc The	(iron)	Blake & Johnson Co The	Waterville	Slings	
Roasters—Electric		Bristol Screw Corporation	Plainville	American Steel & Wire Company	New Haven
General Electric Company	Bridgeport	Centerless Grinding Co Inc The (Heat treated and ground type only)	Hartford	Smoke Stacks	
Rods		19 Staples Street	Bridgeport	Bigelow Company The (steel)	New Haven
American Brass Company The (copper, brass, bronze)	Waterville	Connecticut Manufacturing Company The	Waterville	Soap	
Bristol Brass Corp The (brass and bronze)	Bristol	Consolidated Industries	West Cheshire	J B Williams Co The (industrial soaps, toilet soaps, shaving soaps)	Glastonbury
Scovill Manufacturing Company (brass and bronze)	Waterville	Eastern Machine Screw Corp The		Solder—Soft	
Roller Skates		Truman & Barclay Sts	New Haven	Torrey S Crane Company	Plantsville
Winchester Repeating Arms Company Division		Fairchild Screw Products Inc	Winsted	Special Machinery	
Olin Industries Inc	New Haven	Franklin Screw Machine Co The (up to 1/4" capacity)	Hartford	Farrel-Birmingham Company Inc	Ansonia
Rolling Mills and Equipment		Greist Mfg Co The (Up to 1/4" capacity)	New Haven	Henry & Wright Division of Hartford-Empire Company	Hartford
Farrel-Birmingham Company Inc	Ansonia	Humason Mfg Co The	Forestville	H P Townsend Mfg Company The	Elmwood
Waterbury Farrel Foundry & Machine Co The	Waterville	Lowe Mfg Co The	Wethersfield	Lundeberg Engineering Company	Hartford
Rolls		National Automatic Products Company The		National Sherardizing & Machine Co (madrils & stock shells for rubber industry)	
Farrel-Birmingham Company Inc (Chilled and Alloy Iron, Steel)	Ansonia	Olson Brothers Company (up to 1/4" capacity)	New Britain	Swan Tool & Machine Co The	Hartford
Rope Wire		Peck Spring Co The	Plainville	Special Parts	
American Steel & Wire Company	New Haven	Plume & Atwood Mfg Co The	Waterville	Greist Mfg Co The (small machines, especially precision stampings)	New Haven
Rubber Chemicals		Scovill Manufacturing Company	Waterville	J H Sessions & Son	Bristol
Naugatuck Chemical Division	United States	Wallace Metal Products Co Inc New Haven		Special Industrial Locking Devices	
Rubber Co	Naugatuck	Waterbury Machine Tools & Products Co (B & S & Swiss type automatic)	Waterville	Corbin Cabinet Lock Div American Hardware Corp	New Britain
Stamford Rubber Supply Co The	("Factice" Vulcanized Vegetable Oils)	Waterville	Watkins Manufacturing Co Inc	Milford	
Rubber—Cellular		Watkins Manufacturing Co Inc	Milford	Special Tools & Dies	
Sponge Rubber Products Co Inc	Shelton	Screw Machine Tools		Lundeberg Engineering Company	Hartford
Rubberized Fabrics		American Cam Company Inc (Circular Form Tools)	Hartford	Spinings	
Duro-Gloss Rubber Co The	New Haven	Somma Tool Co (precision circular form tools)	Waterville	Gray Manufacturing Company The	Hartford
Rubber Footwear		Screws		Sponge Rubber	
Goodyear Rubber Co The	Middletown	American Screw Company	Willimantic	United States Rubber Company	Naugatuck
United States Rubber Company (Keds, Kedettes, Gaytees, U S Royal Footwear)	Naugatuck	Atlantic Screw Works (wood)	Hartford	Spring Colling Machines	
Rubber Gloves		Blake & Johnson Co The (machine and wood)	Waterville	Bowden Engineering Co (Torsion)	Bristol
Seamless Rubber Company The	New Haven	Bristol Company The (socket set and socket cap screws)	Waterville	Torrington Manufacturing Co The	Torrington
Rubber Heels		Charles Parker Co The (wood)	Meriden	Sprung Units	
Danbury Rubber Co Inc The	Danbury	Clark Brothers Bolt Co	Milldale	Owen Silent Spring Co Inc (mattresses and furniture)	Bridgeport
Rubber Latex Compounds and Dispersions		Connecticut Mfg Co The (the machine)	Waterville	Spring Washers	
Naugatuck Chemical Division	United States	Holo-Krome Screw Corporation The (socket set and socket cap)	West Hartford	Wallace Barnes Co The Div Associated Spring Corp	Bristol
Rubber Co (coating, impregnating and adhesive compounds)	Naugatuck	Scovill Manufacturing Company	Waterville	Springs—Coil & Flat	
Rubber Mill Machinery		Screws—Socket		Foursome Manufacturing Company	Bristol
Farrel-Birmingham Company Inc	Ansonia	Allen Manufacturing Company The	Hartford	Hand-Dee Spring and Manufacturing Co The (Coil and Flat)	Hartford
Rubber Products, Mechanical		Holo-Krome Screw Corp The	West Hartford	Humason Mfg Co The	Forestville
Auburn Manufacturing Company The (washers, gaskets, molded parts)	Middletown	Scaling Tape Machines		New England Spring Manufacturing Company	Unionville
Canfield Co The H O	Bridgeport	Better Packages Inc	Shelton	Peck Spring Co The	Plainville
Rubber—Reclaimed		Sewing Machines		Wallace Barnes Co The Div Associated Spring Corp	Bristol
Naugatuck Chemical Division	United States	Greist Mfg Co The (Sewing machine attachments)	Waterville	Springs—Flat	
Rubber Co	Naugatuck	503 Blake St New Haven		Foursome Manufacturing Company	Bristol
Rubber Soles		Merrow Machine Co The (Industrial)	Hartford	Wallace Barnes Co The Div Associated Spring Corp	Bristol
Danbury Rubber Co Inc The	Danbury	Singer Manufacturing Company The (industrial)	Bridgeport	New England Spring Manufacturing Company	Unionville
Rubber Tile		Shaving Soaps		Springs—Furniture	
Danbury Rubber Co Inc The	Danbury	J B Williams Co The	Glastonbury	Owen Silent Spring Co Inc	Bridgeport
Rubbish Burners		Shears		Springs—Wire	
John P Smith Co The	423-33 Chapel St	Acme Shear Co The (household)	Bridgeport	Colonial Spring Corporation The	Hartford
Saddlery	New Haven	Sheets		Connecticut Spring Corporation The (compression, extension, torsion)	Hartford
The Smith-Worthington Saddlery Co	Hartford	Wolcott Tool and Manufacturing Company Inc	Waterville	D R Templeman Co (Jewelry)	Plainville
Safety Clothing		Sheet Metal Products		Foursome Manufacturing Company	Bristol
American Optical Company Safety Division	Putnam	Airline Manufacturing Company The	Warehouse Point	J W Bernstein Company (coil and torsion)	Plainville
Safety Fuses		American Brass Co The (brass and copper)	Waterville	New England Spring Mfg Co	Unionville
Ensign-Bickford Co The (mining & detonating)	Simsbury	Merriam Mfg Co (security boxes, fitted tool boxes, tackle boxes, displays)	Durham	Wallace Barnes Co The Div Associated Spring Corp	Bristol
Safety Gloves and Mittens		Plume & Atwood Mfg Co The	Waterville	Springs, Wire & Flat	
American Optical Company Safety Division	Putnam	United Advertising Corp Manufacturing Division (Job and Production Runs)	New Haven	Autoyte Company The	Oakville
Safety Goggles		Sheet Metal Stampings		Stamped Metal Products	
American Optical Company Safety Division	Putnam	American Brass Company The	Waterville	American Brass Company The	Waterville
Sandblasting		American Buckle Co The	West Haven	Waterbury Companies Inc	Waterville
Beij & Williams Co The	Hartford	DooVal Tool & Mfg Inc The	Naugatuck	Hoggson & Pettis Mfg Co The (steel)	New Haven
Sandwich Grills—Electric		J H Sessions & Son	Bristol	Parker Stamp Works Inc The (steel)	Hartford
General Electric Company	Bridgeport	Patent Button Co The	Waterbury	Stampings	
Saw Blades		Plume & Atwood Mfg Co The	Waterville	Donahue Mfg Co Inc	Watertown
Capewell Mfg Co The (Hack Saw, Band Saw)	Hartford	Sheet Metal Stampings		DooVal Tool & Mfg Inc The	Naugatuck
Saws, Band, Metal Cutting		Better Packages Inc	Shelton	Han-Dee Spring and Manufacturing Co The (small)	Hartford
Atlantic Saw Mfg Co	New Haven	Sheet Metal Stampings—Small		Plume & Atwood Mfg Co The (small)	Waterville
				Foursome Manufacturing Company	Bristol
				Greist Manufacturing Co The	New Haven
				L C White Company The	Waterville (Advt.)

IT'S MADE IN CONNECTICUT

Stampings—Small (Continued)	Thread (Continued)	Uniform Buttons
Master Engineering Company West Cheshire Rogers Corporation (Fibre Cellulose Paper) Manchester	Gardner Hall Jr Co The (cotton sewing) South Willington	Waterbury Companies Inc Waterbury
Wallace Barnes Co The Div Associated Spring Corp* Bristol	Max Pollack & Co Inc Groton and Willimantic Wm Johl Manufacturing Co Mystic	Union Pipe Fittings Plainville
Stationery Specialties	Thread Rolling Machinery	Corley Co Inc The (300# AAR) Waterbury
American Brass Company The Waterbury Waterbury Companies Inc Waterbury	Hartford Special Machinery Co The Hartford	Upholstering Fabrics—Woolen & Worsted
Stanley Works The (hot and cold rolled strip) New Britain	Threading Machines	Broad Brook Company (automobile, airplane, railroad) Broad Brook
Steel Castings	Grant Mfg & Machine Co The (double and automatic) Bridgeport	Vacuum Bottles and Containers
Farrel-Birmingham Company Inc Ansonia Hartford Electric Steel Co The (carbon and alloy steel) 540 Flatbush Ave Hartford	Time Recorders	American Thermos Bottle Co Norwich
Malleable Iron Fittings Co Branford	Stromberg Time Corp Thomaston	Vacuum Cleaners
Nutmeg Crucible Steel Co Branford	Timers, Interval	Electrolux Corporation Old Greenwich
Steel—Cold Rolled Spring	A W Haydon Co The Waterbury	Spencer Turbine Co The Hartford
Wallace Barnes Co The Div Associated Spring Corp Bristol	H C Thompson Clock Co The Bristol	Valves
Steel—Cold Rolled Stainless	R W Cramer Company Inc The Centerbrook	Norwalk Valve Company (sensitive check valves) South Norwalk
Wallingford Steel Company Wallingford	Rhodes Inc M H Hartford	W S Rockwell Company (Industrial) Fairfield
Steel—Cold Rolled Strip and Sheets	Timing Devices	Valve Discs
American Steel & Wire Company New Haven	A W Haydon Co The Waterbury	Colt's Manufacturing Company Hartford
Detroit Steel Corporation New Haven	Lux Clock Manufacturing Company Waterbury	Valves—Automatic Air
Wallingford Steel Company Wallingford	Rhodes Inc M H Hartford	Beaton & Cadwell Mfg Co New Britain
Steel Goods	Seth Thomas Clocks Thomaston	Valves—Automobile Tire
Merriam Mfg Co (sheets products to order) Durham	United States Time Corporation The Waterbury	Bridgeport Brass Company
Steel Rolling Rules	Timing Devices & Time Switches	Valves—Radiator Air
Waterbury Lock & Specialty Co The Milford	A W Haydon Co The Waterbury	Bridgeport Brass Company
Steel Strapping	Lux Clock Manufacturing Company Waterbury	Valves—Relief & Control
Stanley Works The New Britain	M H Rhodes Inc Hartford	Beaton & Cadwell Mfg Co New Britain
Stereotypes	Tool Chests	Valves—Safety & Relief
W T Barnum & Co Inc New Haven	Thin Sheet Metals Co The (non-ferrous metals in rolls) Waterbury	Manning Maxwell & Moore Inc Bridgeport
Stop Clocks, Electric	Wilcox Crittenden & Co Inc Middletown	Vanity Boxes
H C Thompson Clock Co The Bristol	Hoggsen & Pettis Mfg Co The (rubber workers) 141 Brewery St New Haven	Bridgeport Metal Goods Mfg Co Bridgeport
Straps, Leather	O K Tool Co Inc The (inserted tooth metal cutting) 33 Hull St Shelton	Varnishes
Auburn Manufacturing Company The (textile, industrial, slate, carriage) Middletown	Vanderman Manufacturing Co The	Staminite Corp The New Haven
Studio Couches	Tools & Dies	Velvets
Waterbury Mattress Co Waterbury	Moore Special Tool Co Bridgeport	American Velvet Co (owned and operated by A Wimpfheimer & Bro. Inc) Stonington
Super Refractories	Swan Tool & Machine Co The Hartford	Leiss Velvet Mfg Co Inc The Willimantic
Mullite Refractories Co The Shelton	Tools, Dies & Fixtures	Velvet Textile Corporation The (velveteen) West Haven
Surface Metal Raceways & Fittings	Fonda Gage Company (also jigs) Stamford	Venetian Blinds
Wiremold Company The Hartford	Greist Mfg Co The New Haven	Findell Manufacturing Company Manchester
Surgeal Dressings	Tools, Hand & Mechanical	Ventilating Systems
Acme Cotton Products Co Inc East Killingly	Bridgeport Hardware Mfg Corp The (screw drivers, nail pullers, box tools, wrenches, auto tools, forgings & specialties) Bridgeport	Colonial Blower Company Plainville
Seamless Rubber Company The New Haven	Toys	Vibrators—Pneumatic
Surgical Rubber Goods New Haven	A C Gilbert Company New Haven	New Haven Vibrator Company (Industrial) New Haven
Seamless Rubber Company The New Haven	Geo S Scott Mfg Co The Wallingford	Vises
General Electric Company Bridgeport	Gong Bell Co The East Hampton	Charles Parker Co The Meriden
Swaging Machinery	N H Bell Brass Co The East Hampton	Fenn Manufacturing Company The (Quick- Action Vice) Hartford
Hartford Special Machinery Co The Hartford	Waterbury Companies Inc Waterbury	Vanderman Manufacturing Co The (Combi- nation Bench Pipe) Willimantic
Switchboards	Toys and Novelties	Waffle Irons—Electric
Plainville Electrical Products Company Plainville	Waterbury Companies Inc Waterbury	General Electric Company Bridgeport
Switchboards, Wire and Cables	Tramways	Washers
Rockbestos Products Corp (asbestos insulated) New Haven	American Steel & Wire Company New Haven	American Felt Co (felt) Glenville
Synchronous Motors	Trucks—Commercial	Auburn Manufacturing Company The (all ma- terials) Middletown
R W Cramer Company Inc The Centerbrook	Metropolitan Body Company (International Harvester truck chassis and "Metro" bodies) Bridgeport	Blake & Johnson The (brass, copper & non-ferrous) Waterville
Tanks	Trucks—Industrial	Clark Brothers Bolt Co Milldale
Bigelow Company The (steel) New Haven	George P Clark Co Windsor Locks	J H Sessions & Son Bristol
Storts Welding Company (steel and alloy) Meriden	Trucks—Lift	Plume & Atwood Mfg Co The (brass & copper) Waterbury
Tape	Excelsior Hardware Co The Stamford	Raybestos Div of Raybestos-Manhattan Inc The (clutch washers) Waterbury
Russell Mfg Co The Middletown	George P Clark Co Windsor Locks	J H Rosenbeck Inc Torrington
Tap Extractors	Trucks—Skid Platforms	Saling Manufacturing Company (made to order) Unionville
Walton Company The West Hartford	Excelsior Hardware Co The (lift) Stamford	Sessions Foundry Co The (cast iron) Bristol
Taps, Collapsing	Donahue Mfg Co Inc Watertown	Washers—Felt
Geometric Tool Co The New Haven	Tube Bending	Chas W House & Sons Inc (Mills & Cutting Plant) Unionville
Tarred Lines	Scovill Mfg Co ("Unifare") Waterbury	Washing Machines—Electric
Brownell & Co Inc Moodus	Tube Clips	General Electric Company Bridgeport
Telemetering Instruments	H C Cook Co The (for collapsible tubes) 32 Beaver St Ansonia	Watches
Bristol Co The Waterbury	Weimann Bros Mfg Co The (for collapsible tubes) Derby	E Ingraham Co The Bristol
Television Receivers	Tube Fittings	New Haven Clock and Watch Co The (pocket & wrist) New Haven
General Electric Company Bridgeport	Scovill Mfg Co The (brass and copper) Waterbury	United States Time Corporation The Waterbury
Testers—Non-Destructive	Tubing	Water Heaters
Sperry Products Inc Danbury	American Brass Co The (brass and copper) Waterbury	Whitlock Manufacturing Co The (instant- aneous & storage) Waterbury
Textile Machinery	Bridgeport Brass Company (brass and copper) Bridgeport	Bauer & Company Inc Hartford
Merrow Machine Co The	G & O Manufacturing Co (finned) New Haven	Waterproof Dressings for Leather
2814 Laurel St Hartford	Scovill Manufacturing Company (Brass and Copper) Waterbury 91	Viscol Company The Stamford
Textile Mill Supplies	Tubing—Heat Exchanger	Wedges
Ernst Bischoff Company Inc Ivoryton	American Brass Company The Waterbury	Saling Manufacturing Company (hammer & axe) Unionville
Textile Processors	Scovill Manufacturing Company Waterbury 91	Welding
American Dyeing Corporation (rayon, acetate) Rockville	Typewriters	Farrel-Birmingham Company Inc Ansonia
Aspinook Corp The (cotton) Jewett City	Royal Typewriter Co Inc Hartford	G E Wheeler Company (Fabrication of Steel & Non-Ferrous Metals) New Haven
Thermometers	Underwood Corporation Hartford	Industrial Welding Company (Equipment Manu- facturers—Steel Fabricators) Hartford
Bristol Co The (recording and automatic con- trol)	Typewriters—Portable	Porupine Company The Bridgeport
Manning Maxwell & Moore Inc	Underwood Corporation Hartford	Welding—Lead
Thermos	Typewriter Ribbons and Supplies	Storts Welding Company (tanks and fabrica- tion) Meriden
Bridgeport Thermostat Company Inc (auto- matic)	Hartford and Bridgeport	Welding Rods
Thin Gauge Metals	Underclearer Rolls	American Brass Company The Waterbury
Plume & Atwood Mfg Co The Thomaston	Sonoco Products Co (Climax-Lowell Div) Mystic	Bristol Brass Co The (brass & bronze) Bristol
Thinsheet Metals Co The (plain or tinned in rolls)		Wheels—Industrial
Thread		George P Clark Co Windsor Locks (Advt.)
American Thread Co The Belding Heminway Corticelli		

It's Made in Connecticut

(Continued from page 55)

Wicks	
Auburn Manufacturing Company	The (felt, asbestos)
Raybestos Div of Raybestos-Manhattan Inc	The (oil burner wicks)
Russell Mfg Co	The
Hartford Wire Works Co	The
Window & Door Guards	
Hartford Wire Works Co	The
Wire	
American Brass Company	The
American Steel & Wire Company	New Haven
Atlantic Wire Co	The (steel)
Bartlett Hair Spring Wire Co	The (hair spring)
Bridgeport Brass Company	(brass and silicon bronze)
Bristol Brass Corp	The (brass & bronze)
Driscoll Wire Co	The (steel)
Hudson Wire Co	Winsted Div (insulated & enameled magnet)
Platt Bros & Co	The (zinc wire)
P O Box 1030	Waterbury
Plume & Atwood Mfg Co	The (brass, bronze, nickel, silver)
Scovill Manufacturing Company	(Brass, Bronze and Nickel Silver)
Wire Arches & Trellises	
Hartford Wire Works Co	The
John P Smith Co	The
423-33 Chapel St	New Haven
Wire Baskets	
Rocklock Inc	(Industrial—hot acid, heat, de-greasing)
Wiretex Mfg Co Inc	(Industrial, for acid, heat treating and degreasing)
Wire Cable	
Bevin-Wilcox Line Co	The (braided)
Wire Cloth	
Hartford Wire Works Co	The
C O Jelliff Mfg Co	The (all metal, all meshes)
Pequot Wire Cloth Co Inc	
Rocklock Incorporated	
Smith Co	The John P
Wire Drawing Dies	
Waterbury Wire Die Co	The
Wire Dipping Baskets	
Hartford Wire Works Co	The
John P Smith Co	The
423-33 Chapel St	New Haven
Wire Formings	
Autotype Co	Oakville
G E Prentice Mfg Co	The
Master Engineering Company	West Cheshire
North & Judd Manufacturing Co	New Britain
Verplex Company	The Essex
Wire Forms	
Colonial Spring Corporation	The
Connecticut Spring Corporation	The
Foursome Manufacturing Company	Bristol
Humason Mfg Co	The
New England Spring Mfg Co	Unionville
Wallace Barnes Co	The Div Associated Spring Corp
Wire Goods	
American Buckle Co	The (overall trimmings)
Patent Button Co	The
Scovill Manufacturing Company	(To Order)
423-33 Chapel St	Waterbury 91
Wire Partitions	
Hartford Wire Works Co	The
John P Smith Co	The
423-33 Chapel St	New Haven
Wire Products	
Clairglow Mfg Company	Portland
Plume & Atwood Mfg Co	The (to order)
Wire Reels	
A H Nilson Mach Co	The
Wire Rings	
American Buckle Co	The (pan handles and tinner's trimmings)
American Steel & Wire Company	New Haven
Wire Rope and Strand	
Bridgeport Chain & Mfg Co	Bridgeport
Wire Shapes	
Wire-Specialties	
Andrew B Hendryx Co	The
Wires and Cable	
General Electric Company	(for tions, industrial and mining
Rockbestos Products Corporation	(asbestos insulated)
Wires—Building	
General Electric Company	Bridgeport
Wires—Telephone	
General Electric Company	Bridgeport

Wood Handles	
Salisbury Cutlery Handle Co	The (for cutlery & small tools)
Fletcher-Terry	Co The
Wood Scrapers	
Forestville	
Woodwork	
C H Dresser & Sons Inc	(Mfg all kinds of woodwork)
Hartford Builders Finish Co	
Woven Awning Stripes	
Falls Company	The
Woven Felts—Wool	
Chan W House & Sons Inc	(Mills & Cutting Plant)
Varns	
Hartford Spinning Incorporated	(Woolen, knitting and weaving yarns)
Aldon Spinning Mills Corporation	The (fine-woolen and specialty)
Ensign-Bickford Co	The (jute carpet)
Simsbury	
Zinc	
Platt Bros & Co	The (ribbon, strip and wire)
P O Box 1030	Waterbury
Zinc Castings	
Newton-New Haven Co Inc	688 Third Ave
West Haven	

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Sworn to and subscribed before me this 1st day

of October, 1950.

FREDRICK H. WATERHOUSE,
Commissioner of Superior Court.

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